

AFRICAN UNION

الاتحاد الأفريقي



UNION AFRICAINE

UNIÃO AFRICANA

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**EXECUTIVE COUNCIL
Third Ordinary Session
4 – 8 July 2003
Maputo, MOZAMBIQUE**

**EX/CL/Dec.34 (III)
Assembly/AU/Dec.22**

**REPORT OF THE 3RD ORDINARY SESSION OF THE
EXECUTIVE COUNCIL ON THE PROPOSED
STRUCTURE, HUMAN RESOURCE REQUIREMENTS
AND CONDITIONS OF SERVICE FOR THE STAFF OF
THE COMMISSION OF THE AFRICAN UNION AND
THEIR FINANCIAL IMPLICATIONS**

Doc. EX/CL/39 (III)

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**DECISION ON THE STRUCTURE, HUMAN RESOURCE
REQUIREMENTS AND CONDITIONS OF SERVICE FOR THE STAFF OF
THE COMMISSION
AND THEIR FINANCIAL IMPLICATIONS
DOC. EXT/EX/CL/6(III)**

The Executive Council:

- 1. TAKES NOTE** of the Report of the PRC;
- 2. DECIDES:**
 - a. ON THE STRUCTURE**
 - i. To adopt the recommended structure of the Commission of the African Union by the PRC, as amended by the Executive Council, and to submit it for adoption by the Assembly of the African Union;
 - ii. That the structure be implemented incrementally by the newly elected Chairperson, Deputy Chairperson and the Commissioners who will make recommendations to the Council on their priorities for the implementation of the structure in terms of programmes and staff requirements within an appropriate timeframe;
 - iii. That special attention be given to the evaluation of the present staff in order to determine those who are fit to be retained in the new structure before the recruitment of new staff;
 - iv. That the PRC reconsider the grading of the Heads of Regional and Representational Offices;
 - v. That adequate provision be made for the harmonious integration of NEPAD into the structure of the African Union taking into account the conclusions of the study which is underway. In the meantime, the NEPAD Secretariat should continue working in close collaboration with the AU Commission for the implementation of its present activities.

Ext/EX/CL/Dec.5(III)
(contd)

B. ON THE SALARY SCALE AND OTHER CONDITIONS OF SERVICE

- i. To adopt the SADC salary scale as recommended by the PRC with the understanding that the principle of acquired rights be applied to those staff members who will be retained in the service of the AU Commission after the evaluation;
- ii. That the PRC, in collaboration with the AU Commission, should study the conditions of service of the Chief Executives of all the Regional Economic Communities in Africa before determining the salary level of the Chairperson and the Deputy Chairperson. These emoluments should be higher than those earned by Chief Executive Officers of regional organizations, and the proposals thereon should be submitted to the Ordinary Session of the Executive Council in Maputo;
- iii. To fix the amount of the Education Allowance at a maximum of Six Thousand Five Hundred American Dollars (US\$ 6,500.00) per child and per year and according to the current practice;
- iv. To maintain the current practice relating to the Daily Subsistence Allowance (DSA) and to request the PRC to further study the proposal of the Commission on this matter with a view to submitting recommendations in Maputo;
- v. That the new conditions of service shall be effective from 1 January 2004.

EX/CL/Dec.34 (III)

**DECISION ON THE STRUCTURE, HUMAN RESOURCES
REQUIREMENTS AND CONDITIONS OF SERVICE FOR THE STAFF OF
THE COMMISSION AND THEIR FINANCIAL IMPLICATIONS
Doc. EX/CL/39(III)**

The Executive Council,

1. Takes note of the Report of the PRC,

2. Decides:

A. On the structure

- i) That the grading of the Heads of the AU Regional and Representational Offices be maintained as proposed by the PRC;
- ii) That the integration of the NEPAD Secretariat into the AU Commission should be gradual with a Coordinating Unit of not more than five (5) staff and should commence after the Maputo Summit with a possible duration of three (3) years or until the AU Structures are fully operational or whichever comes first;
- iii) That an Information Officer at grade P2 level be added to the staff complement of the AU Lilongwe office;
- iv) That a Cultural/Information officer at grade P2 be added to the staff complement of the AU Cairo office;
- v) That the recommendation for a Steering Committee for the IBAR office should apply to all the Scientific and Technical Offices with the understanding that Donors and other Partners will cover the expense of their participation;
- vi) That the grade of the PATTEC Coordinator be raised to P4 and that of the Assistant Coordinator be maintained at P2;
- vii) That the Commission in collaboration with the PRC should undertake a review of the Regional and Representational Offices with the view to providing them with adequate personnel;

B. On the Salary Scale/Structure and other Conditions of Service

- i) To adopt the SADC Salary Scale with ten (10) steps in all its grades and with an annual increment for the Professional Staff;
- ii) To adopt for the Members of the Commission, salary scale as follows:
 - **Commissioners:** Grade D1 step 10 of the SADC model with an addition of fifteen percent (15%);
 - **Deputy Chairperson:** Grade D1 step 10 of the SADC model with an addition of thirty-two and a half percent (32.50%);
 - **Chairperson:** Grade D1 step 10 of the SADC model with an addition of fifty percent (50%).
- iii) To adopt for the Commission, the SADC Daily Subsistence Allowance rate (DSA) as follows:
 - **Chairperson:** SADC DSA rate (i.e. UN DSA) PLUS 40%;
 - **Deputy Chairperson:** SADC DSA rate (i.e. UN DSA) plus 30%;
 - **Commissioners and all other staff of the Commission:** SADC DSA rate (i.e. UN DSA) plus 20%.
- iv) To adopt the principle of a regular review of the salary scale for Members of the Commission and all other categories of staff of the Commission with a frequency of every five (5) years.

C. On the AU Quota System

- i) To adopt the principle of allocating to each Member State a minimum of number of four (4) staff on quota and the remaining number of post be distributed on the basis of assessed contribution of each Member State;
- ii) That the Elected Officials and Staff on special appointments as well as the General Service Category Staff be excluded from the Quota.

D. On Recruitment

- i) That recruitment for posts within Grade GSA 4 and above be opened to all nationals of Member States for both international and local recruitment;
- ii) That posts below GSA 4 be opened to all nationals of Member States but recruitment be strictly on local terms.

DECISION ON IMPLEMENTATION OF THE DURBAN DECISION ON THE INTERIM PERIOD

The Assembly:

1. **TAKES NOTE** of the various Reports of the Interim Chairperson of the Commission on implementation of the Durban Decision on the Interim Period;
2. **ALSO TAKES NOTE** of Decision No. Ext.EX/CL/Dec.5 (III) of the 3rd Extraordinary Session held in Sun City and Decision No.EX/CL/Dec.34 (III) on the Structure and Conditions of Service of the Staff of the Commission taken by the 3rd Ordinary Session in Maputo, Mozambique;
3. **COMMENDS** the Interim Chairperson, the Interim Commissioners and the entire staff of the Commission for the excellent results achieved in implementation of this Decision;
4. **APPROVES** the Structure and Conditions of Service of Staff and all the related Executive Council recommendations as contained in the above Decisions;
5. **REQUESTS** the Chairperson of the Commission, in concert with Member States, to take all appropriate measures to implement the said Decision.

PART I

**REPORT OF THE EXECUTIVE COUNCIL ON STRUCTURES,
HUMAN RESOURCE REQUIREMENTS AND PROGRAMMES**

I. INTRODUCTION

1. The Executive Council met first in Sun City/Sandton, South Africa from 21-24 May 2003 in its 3rd Extraordinary Session under the Chairperson of Mme Dr. Nkosazana Clarice Dlamini-Zuma, Minister of Foreign Affairs of South Africa and Chairperson of the Executive Council. The Executive Council also met in its 3rd Ordinary Session in Maputo, Mozambique from 6-8 July 2003, under the Chairpersonship of H.E. Dr. Leonardo Santos Simao, Minister of Foreign Affairs and International Cooperation of Mozambique and current Chairperson of the Executive Council.

2. During these sessions, the Executive Council considered and adopted the Structure, Human Resource Requirements and Conditions of Service for the Staff of the Commission of the African Union and their Financial Implications

II. BASIC PRINCIPLES

3. In its deliberations, the Executive Council was guided by the following basic principles:

i Conceptual

- The structures for the eight (8) portfolios stipulated in the Statutes of the Commission (Article 12) will be known as Departments;
- Units located in the offices of the Chairperson and the Deputy Chairperson, will be termed as appropriate;
- Rank seniority will be defined by the complexity of the function, knowledge required, analytical capabilities required, the volume of work, scope and level of supervision, and the level of programmatic capabilities;

ii Structural

- The structure should be light, modern, affordable and effective;
- The proposed structure is an evolving one. As such, it is to be reviewed periodically to determine operational capability;
- The scope of the proposed structure must be crafted so as to be commensurate with assessed contributions and Member States' ability to pay;

- Given this financial consideration, the structure proposed represents the structure required for the Commission to operate and deliver its mandate, but a phased-in and incremental approach should be adopted with respect to filling of positions and improvement of remunerations;
- There is a greater need for co-ordination and in this regard, there is need for alignment of policy setting, budgeting, monitoring and reporting;
- The structure is designed as a modern structure that draws on multi-skilled and computer literate professionals;
- The intent is to have hands on Heads of Divisions and senior policy staff who will be involved in policy development and programme implementation. Thus, supervision and delegation is to be a small component of the senior management's tasks;

iii Programme

- The Executive Council recognized the distinct, yet collaborative roles of the different departments, divisions, and units. This principle is also applicable to the cross-cutting programmes such as CSSDCA, NEPAD and Gender. In this regard, there was need to have focal points in the different Departments;
- The Executive Council urged that all programmes at the level of Portfolios should collaborate with these cross-cutting programmes;
- The Executive Council further urged for a close working relationship between NEPAD and CSSDCA and emphasised the need to harmonise the two programmes and that NEPAD and CSSDCA should not be delinked from their mandates;
- Given the central nature of co-ordination and monitoring, the Executive Council agreed to the establishment of a “Strategic Policy Planning, Monitoring, Evaluation, International Cooperation and Resource Mobilisation Directorate”;
- Research was adopted as a critical component of the AU. As such, the Executive Council proposed that it be centralised with the understanding that there is need to generate research and statistics based on programmatic findings. There was consensus that this unit should inform and enhance planning. However, it was agreed that individual departments, divisions and units are

staffed by professionals who should undertake research as part of their day-to-day activities.

III. CONSIDERATION OF THE ORGANIZATIONAL STRUCTURE

A. CONSIDERATION OF THE FUNCTIONS AND ORGANIGRAMMES OF THE DIRECTORATES, OFFICES AND UNITS UNDER THE OFFICE OF THE CHAIRPERSON AND THE DEPUTY CHAIRPERSON

4. The Executive Council, recommends that the Directorates, Offices, Units, and Services located in the Office of the Chairperson should be constituted as follows:

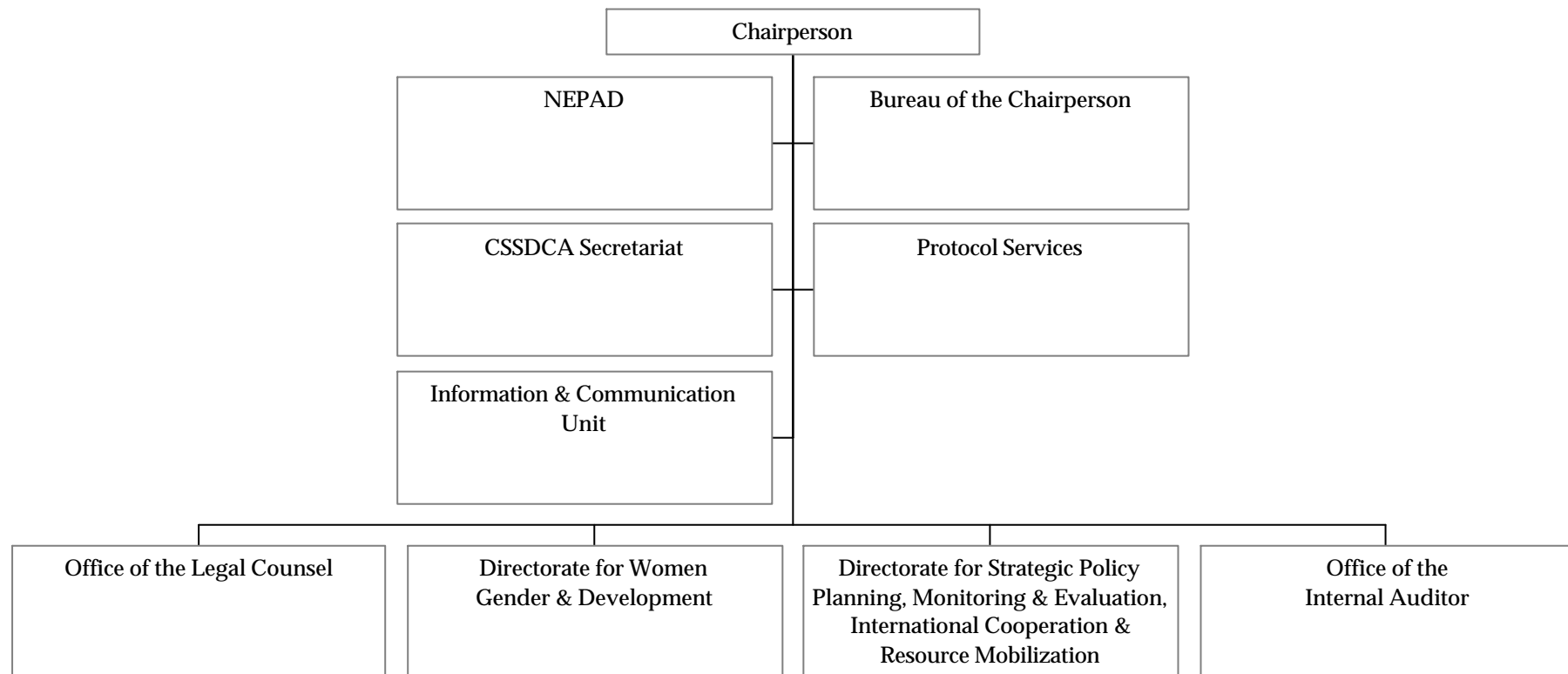
OFFICE OF THE CHAIR PERSON

- Bureau of the Chairperson;
- Directorate for Women, Gender and Development;
- Directorate for Strategic Policy Planning, Monitoring and Evaluation, International Cooperation and Resource Mobilisation;
- Office of the Legal Counsel;
- Office of the Internal Auditor;
- NEPAD Coordination Unit;
- CSSDCA Coordination Unit;
- Communication and Information Unit;
- Protocol Services Unit.

OFFICE OF THE DEPUTY CHAIRPERSON

5. The Executive Council recommends that the Office of the Deputy Chairperson should be composed as follows:

- Bureau of the Deputy Chairperson;
- Directorate for Administration and Human Resources Development;
- Directorate for Programming, Budgeting, Finance and Accounting;
- Directorate for Conference Services.

ORGANIGRAMME FOR THE OFFICE OF THE CHAIRPERSON

BUREAU OF THE CHAIRPERSON

6. The Executive Council recommends as follows:

Mandate

To assist the Chairperson in discharging his or her responsibilities as Chief Executive and Legal Representative of the Union and, in organising and managing schedules of internal meetings, ceremonies, audiences and travels.

Core functions

- i. To manage the Office of the Chairperson and to maintain coordination and liaison among the Directorates and Units under the Chairperson, as well as between all other Directorates and Units with the Office of the Chairperson;
- ii. To provide advisory services to the Chairperson;
- iii. To ensure that the Chairperson is informed on developments within and outside the Commission requiring his/her attention;
- iv. To prepare or review and finalise letters, speeches, statements and addresses to be delivered by the Chairperson;
- v. To initiate, follow up and coordinate any tasks requested by or intended for the Chairperson;
- vi. To prepare and manage the budget of the Office of the Chairperson;
- vii. To prepare and maintain the schedule of the Chairperson;
- viii. To prepare and follow up instructions of the Chairperson;
- ix. To plan, programme and implement the activities of the Office of the Chairperson;

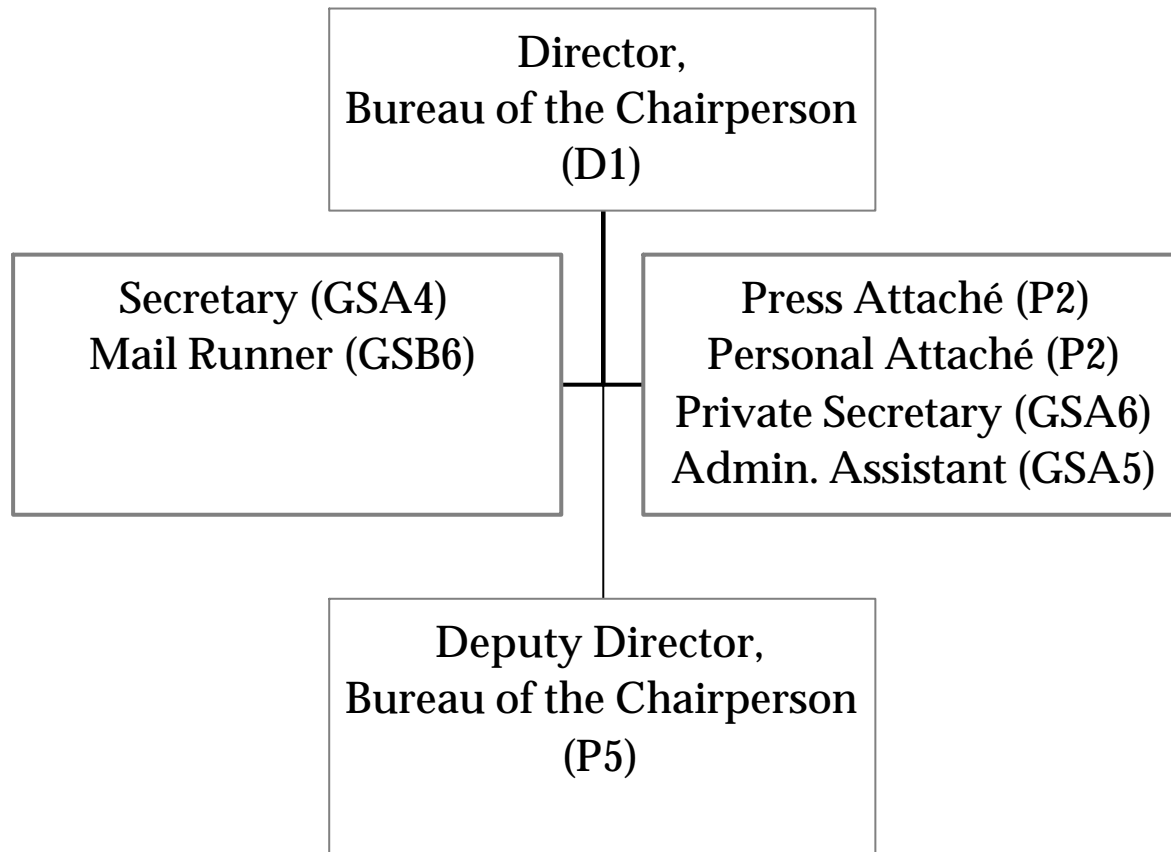
Skill Profiles

International Relations, Political Science, Law, Economics, Management, as well as the Core skills and competences.

7. The Executive Council recommends a structure and staff complement of eight (8) with grades as follows:

-	1 x Director, BC	-	D1
-	1 x Deputy Director, BC	-	P5
-	1x Press Attaché	-	P2
-	1 x Personal Attaché (Cabinet Attaché)	-	P2
-	1 x Private Secretary	-	GSA6
-	1 x Administrative Assistant	-	GSA5
-	1 x Secretary	-	GSA4
-	1 x Mail Runner	-	GSB6

Total: 8 Staff

ORGANIGRAMME FOR THE BUREAU OF THE CHAIRPERSON

DIRECTORATE FOR WOMEN, GENDER AND DEVELOPMENT

8. The Executive Council recommends as follows:

Challenge

Persistent gender inequalities and thus gender – responsive programme intervention form the essence of the challenge for the African Union. These inequalities are the result of long standing attitudes, belief systems and cultural practices about women and men. These disparities reduce the quality of life for a large number of African women within the continent. As elsewhere in the world, such disparities are affected by factors like class, ethnicity and age. The regulatory system, be this the legislative or policy framework, may have an added negative impact. The challenge for the Directorate will be to address these systematic problems while implementing a women's empowerment programme that addresses the negative impact that such differential approaches have on the quality of life for women, while bridging the gender gap.

Mandate

The mandate of this Directorate is to promote Gender Equality within and throughout the Union as well as within Member States by translating policy agreements and instruments into measurable programmes and projects. It shall provide oversight by facilitating the development and harmonization of policy, facilitating co-ordination and initiating gender mainstreaming strategies.

Objectives

The objectives will be to:

- i. Harmonise gender policies within the Union and Member States;
- ii. Initiate and facilitate gender mainstreaming strategies within the Union as well as in Member States;
- iii. Develop and promote an effective coordination framework within the organs of the AU and among Member States;
- iv. Initiate, develop and promote gender policy development within Member States;
- v. Facilitate and monitor empowerment programmes at the REC's and Regional levels;
- vi. Promote women's health, education and other cross-cutting projects; and

- vii Advocate and promote gender equality.

Programme thrust

The Gender Programme has the following main responsibilities and programme elements:

- i. To develop policy, review existing policies and monitor emerging policies to ensure that they are gender sensitive;
- ii To mainstream gender in all programmes and activities of the Commission and the Union;
- iii To advocate for, and promote Gender Equality through different avenues, including promoting African common positions on gender;
- iv To track, monitor, and evaluate the gender performance of the Commission, the Organs of the Union, Member States, and the RECs;
- v To provide an effective and efficient co-ordination framework for gender related activities of the Union and Member States;
- vi To conduct training & capacity building for the Commission, Organs of the Union, Member States, and the REC's;
- vii To implement sectoral as well as cross-cutting programmes on women's empowerment.

Programme elements

• **Gender Mainstreaming**

	ST	MT	LT
To develop and manage a gender mainstreaming strategy and provide a framework and guidelines for gender mainstreaming;			X
To develop a gender plan of action;		X	
To facilitate the advancement of women as an integral part of all political, social, economic and cultural development initiatives undertaken by the AU;			X
To develop and apply indicators for monitoring and evaluating internal and external progress			X

- Coordination/Institutional arrangement**

	ST	MT	LT
To develop a Gender Management System (GMS);		✓	
To develop a Gender Coordination Framework, within the Commission, other Organs of the AU, the RECs and the stakeholders		✓	
To develop and coordinate African position on women and gender equality			✓

- Advocacy**

	ST	MT	LT
To provide Member States with advice on how to mainstream key AU decisions in all sectors		X	
To design and conduct advocacy programmes for the Commission's Gender programme;		X	
To devise joint advocacy programmes around such cross-cutting issues as HIV/AIDS, poverty eradication; empowerment of women through education; women's participation in politics and decision making		X	
To put in place a continental framework for gender advocacy where the AU Commission and other actors can intervene at different levels according to their respective comparative advantages.	X	X	

- Policy**

	ST	MT	LT
To develop and manage an AU Gender Policy;		X	
To harmonize policies within the AU and among Member States;			X

- Tracking, Monitoring & Evaluation**

	ST	MT	LT
To develop and apply gender sensitive indicators for tracking and evaluating progress;			X

To develop gender indicators for special programmes such as NEPAD and CSSDCA;		X	
To develop indicators for the internal Human Resource Development Programme for the Commission.			X

- Training & Capacity Building**

	ST	MT	LT
To conduct capacity training of all AU staff involved in the Gender Programme			X
To conduct gender sensitisation programmes within the Commission and other organs of the AU;			X

- Research**

	ST	MT	LT
To conduct research to inform policy directions and gender mainstreaming of all activities and programmes of the Commission and the AU as a whole;			X
To research into how the Special Programmes of the AU can advance Gender Equality;			X
To conduct practical research on the application of Indigenous Knowledge Systems on gender programming;			X
To compile and maintain a roster of African women experts;		X	

- Networking & Liaison:**

	ST	MT	LT
To create and maintain effective partnerships between the AU Commission, the other organs of the AU, Member States, REC's etc;			X
To liaise and network with Civil Society and other partners in the work of the AU;			X
To facilitate exchange of best practices.			X

- Special Stand-alone Women's Empowerment Programmes:**

	ST	MT	LT
<i>Women and Education:</i> Follow-up on the Kampala Declaration and Programme of Action on the Empowerment of Women through Functional Literacy and the Education of the Girl-Child;	X		
<i>No violence against women:</i> Follow-up on the issue of trafficking in women, drug abuse,	X		

	ST	MT	LT
<i>Women and Agriculture</i> Facilitate development of policies and programmes for improving women's production capacity in agriculture;			X
<i>Women and Poverty</i> Initiate pilot programmes targeted at poor women, especially rural women, with a view to facilitating access to credit and technology;	X		
Promote gender equality through empowerment programmes aimed at restoration of the respect and dignity of African women and targeting cultural practice such as widowhood rites, early marriage and other forms of violence against women, by working with and from within positive cultural values;		X	
<i>Women and Health:</i> Facilitate the development of policies & programmes for improving women's health Undertake pilot programmes directed at improving the situation of older women coping with the effects of HIV/AIDS.	X		X

Core Functions

- i. To harmonise gender policies in the AU Organs and Member States;
- ii. To initiate and manage the gender analysis of policies emanating from the Commission and the AU Organs;
- iii. To design gender sensitive indicators for AU Commission and the AU Organs;
- iv. To develop, and manage a gender mainstreaming strategy and promote its implementation;
- v. To develop, implement and monitor a gender policy;
- vi. To design and maintain an efficient coordination framework;

- vii. To provide training for the uniform application of gender policy and gender mainstreaming strategy within the Commission and AU Organs;

Skill Profiles

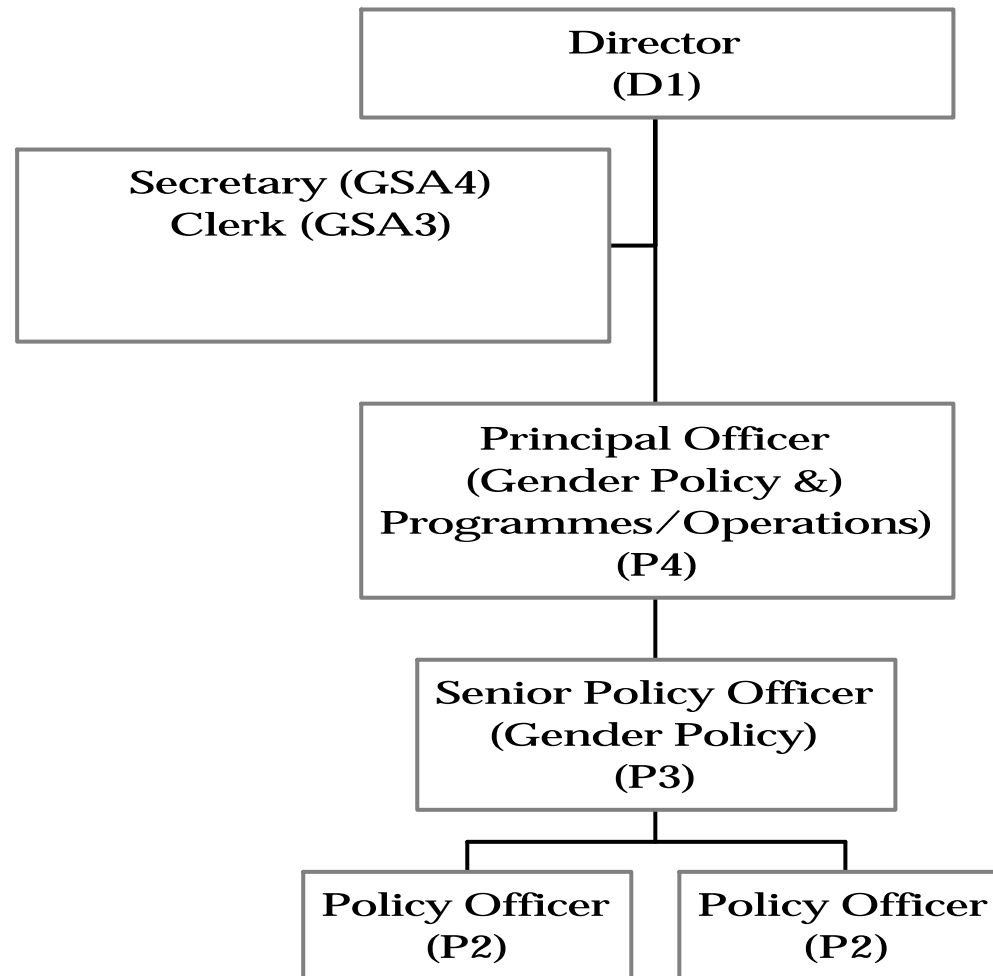
Gender Mainstreaming; Policy Analysis, Strategic Planning; Programme Development and Management; Advocacy; Performance Monitoring and Evaluation; Training and Capacity Building; Research; Networking and Liaison.

9. The Executive Council recommends a structure and staff complement of seven (7) with grades as follows:

-	1 x Director	-	D1
-	1 x Principal Policy Officer	-	P4
-	1 x Senior Policy Officer	-	P3
-	2 x Programme Officer	-	P2
-	1 x Secretary	-	GSA4
-	1 x Clerk	-	GSA3

Total: 7 Staff

**ORGANIGRAMME FOR THE DIRECTORATE FOR WOMEN, GENDER
AND DEVELOPMENT**



**DIRECTORATE FOR STRATEGIC POLICY PLANNING, MONITORING
AND EVALUATION, INTERNATIONAL COOPERATION AND RESOURCE
MOBILIZATION**

10. The Executive Council recommends the following:

Mandate

- To develop and maintain constructive and productive institutional relationship between Africa and the rest of the World as well as to coordinate the mobilisation of extra budgetary resources.
- To ensure inter-departmental coordination in strategic planning, for continuous monitoring and evaluation of programme outputs against action plans, as well as to assess the efficiency and effectiveness of programmes in realizing organizational goals and objectives. In addition, it shall provide and maintain research and statistical services that will cater for the needs of the entire Commission, other Organs of the Union, RECs as well as Member States.

Core Functions

- i. To prepare rules and procedures for Policy formulation, coordination and evaluation;
- ii. To promote internal best practices concerning strategic planning, monitoring and evaluation;
- iii. To survey and propose overall operational priorities of the Commission;
- iv. To assist Directorates and Offices to develop strategic planning skills;
- v. To organize coordination meetings on policy formulation and strategic planning;
- vi. To lead and provide support for sectoral research projects, and ensure their effective implementation;
- vii. To develop and manage a Research and Statistics Services for the Union;
- viii. To prepare the Annual Report of the Commission;
- ix. To produce an approved annual statement on general orientations and priorities relating to operational and administrative programmes and activities;
- x. To propose training programmes relating to programme designing and programme coordination;

- xi. To ensure that Statistics Unit is easily accessible to all Organs and the Member States and able to provide updated statistical information.
- xii. To design and implement monitoring and evaluation procedures for assessing programme achievements and programme effectiveness.
- xiii. To strengthen existing relations and develop relations with other World regions;
- xiv. To seek new areas of cooperation with international partners;
- xv. To promote a positive image of Africa within the international arena;
- xvi. To popularise the African Union and market its programmes and activities;
- xvii. To initiate, develop and manage policy for international cooperation and resource mobilisation;
- xviii. To coordinate and develop strategies for resource mobilization;
- xix. To coordinate the process of proposal and project formulation;
- xx. To coordinate the process of project and programmes monitoring and evaluation;
- xxi. To develop outline for progress reports;
- xxii. To initiate, develop and manage strategies for sustainability, self-financing, income generation and investment;
- xxiii. To facilitate logistical support to coordinate inter-action with partners.

Skill Profiles

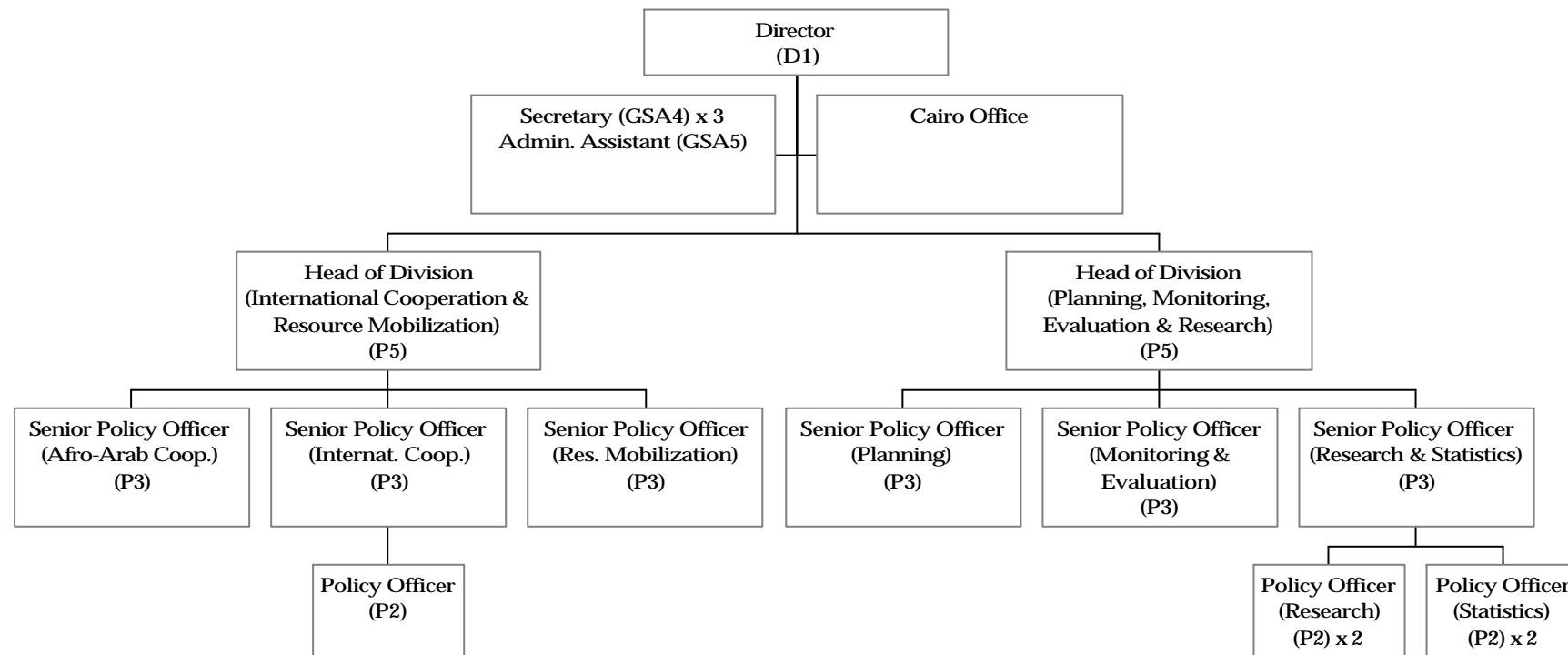
Computer based Strategic Planning, Economics, Econometrics, Management and/or Statistical Skills. Social Sciences, Research, Marketing Skills, International Relations, Investment Skills, Writing Skills, Strategic Planning, Resource Mobilisation, Negotiation Techniques, Diplomacy, Monitoring, Evaluation, Networking, Liaison.

11. The Executive Council recommends a structure and a staff complement of eighteen (18) with grades as follows:

i.	1 x Director	-	D1
ii.	2 x Head of Division	-	P5
iii.	6 x Senior Policy Officer	-	P3
iv.	5 x Policy Officer	-	P2
v.	1 x Admin. Assistant	-	GSA5
vi.	3 x Secretary	-	GSA4

Total: 18 staff

**ORGANIGRAMME OF THE DIRECTORATE FOR STRATEGIC POLICY PLANNING,
MONITORING & EVALUATION, INTERNATIONAL COOPERATION
AND RESOURCE MOBILISATION**



OFFICE OF THE LEGAL COUNSEL

12. The Executive Council recommends as follows:

Mandate

To provide legal advisory, representational services, serve as depository, as well as to ensure legality in decision-making and compliance with the AU Constitutive Act and all existing legal instruments of the AU.

Core Functions

- i. To assist and advise the Commission and AU Organs on legal matters;
- ii. To provide legal opinions relating to the interpretation of all Protocols, Rules and Regulations of the AU as well as other legal instruments;
- iii. To assess the legal implications of the activities and decisions of all deliberative, advisory and administrative bodies, and to participate in the meetings of these bodies;
- iv. To draft contracts; host agreements, cooperation agreements and Rules of Procedure of the various organs, treaties, and other legal instruments as well as prepare election documents including materials for elections at the level of the Executive Council and the Assembly;
- v. To represent the Commission and all organs of the AU in judicial proceedings, negotiations or other procedures for the conclusion of agreements or the settlement of disputes;
- vi. To follow-up on issues concerning the implementation of Headquarters and Host Agreements;
- vii. To ensure that the privileges and immunities of the Commission and its staff and representatives accredited to it are assured, respected and protected as provided for in the Headquarters Agreements and the General Convention on Privileges and Immunities of the AU;
- viii. To follow up issues relating to international legal matters;
- ix. To ensure that the legal interaction between the Organs of the Union and Member States, other Organisations, individuals and other legal entities are regulated in such a manner that the interests of the AU are safeguarded;

- x . To undertake investigations and prepare reports on special legal problems.

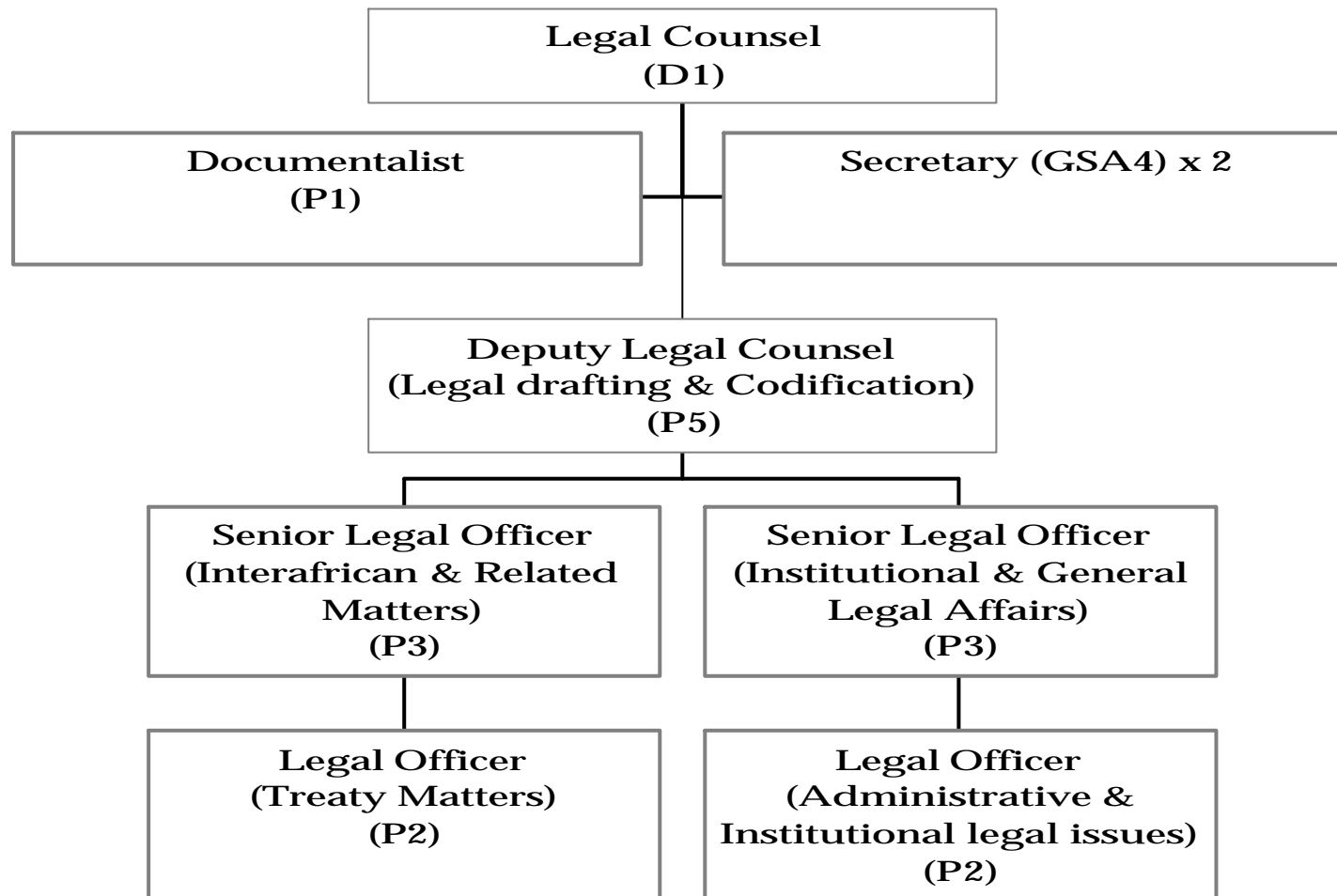
Skill Profiles

International Comparative Law, Constitutional Law, General Knowledge of Law, Legal Analytical Skills, Problem Solving Skills, Negotiation, Legislative Drafting, Research, Policy Analysis and Development, Organizational Skills, Drafting Skills, Monitoring and Evaluation, Communication and Networking, Advocacy, Management.

13. The Executive Council recommends a structure and staff complement of nine (9) with grades, as follows

-	1x Legal Counsel	-	D1
-	1 x Deputy Legal Counsel	-	P5
-	2 x Senior Legal Officer	-	P3
-	2 x Legal Officer	-	P2
-	1 x Documentalist	-	P1
-	2 x Secretary	-	GSA4

Total: 9 Staff

ORGANIGRAMME FOR THE OFFICE OF THE LEGAL COUNSEL

OFFICE OF THE INTERNAL AUDITOR

14. The Executive Council recommends as follows:

Mandate

To ensure that the Financial Rules and Procedures of the African Union are sound, efficient and implemented accordingly.

Core functions

- i. To ascertain the completeness, authenticity and proper maintenance of the Commission's financial records, in accordance with its regulations, rules, policies and procedures;
- ii. To review, by examination, inquiry and observation, the Commission's financial control systems, including those for safeguarding assets and preventing and detecting fraud and theft, in order to determine whether additional procedures might be required;
- iii. To obtain sufficient reliable evidence to constitute a reasonable basis for audit conclusions on the effectiveness of controls and the degree of compliance with them, using discussion, observation, inspection and analytical review techniques;
- iv. To record the planning, supervision and conduct of audits and control-systems review, the evidence relied upon and the reasons for any significant audit decisions taken;
- v. To report conclusions regarding operational efficiency, effectiveness, and recommend improvements in control systems or other action considered desirable;
- vi. To propose and implement internal auditing policies, rules and procedures for the Commission of the African Union;
- vii. To prepare and implement annual auditing programme;
- viii. To liaise and cooperate with External Auditors;
- ix. To prepare and submit an annual report of audited activities, comprising recommendations made and reactions thereon;
- x. To draw the attention of Programme Managers to required improvements;

- xi. To prepare a report on each audit mission or activity and to submit it to the Chairperson and the Vice Chairperson and as and when appropriate, to other Commissioners;
- xii. To undertake any special mission and conduct any investigation as and when requested by the Executive Council and/or the Chairperson.

Skill Profiles

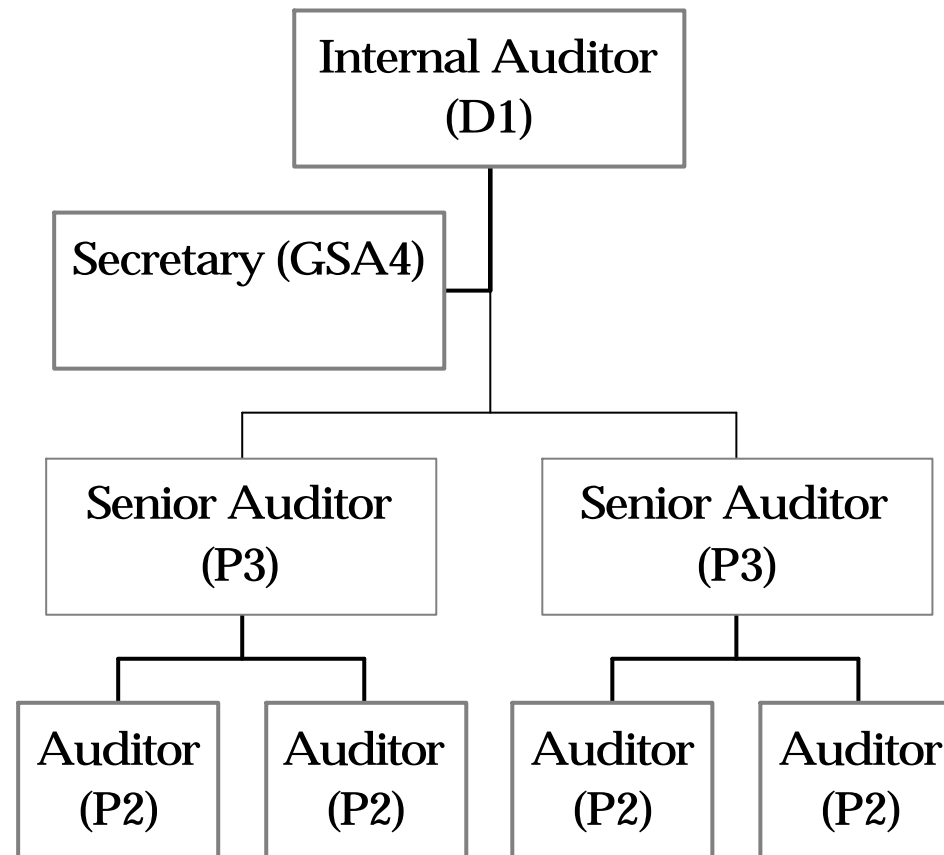
Auditing, Accounting and/or Financial Management Skills, with specialized skills in Auditing.

15. The Executive Council recommends a structure and staff complement of eight (8) with grades as follows:

- | | |
|------------------------|--------|
| - 1 x Internal Auditor | - D1 |
| - 2 x Senior Auditor | - P3 |
| - 4 x Auditor | - P2 |
| - 1 x Secretary | - GSA4 |

Total: 8 Staff

**ORGANIGRAMME FOR THE OFFICE OF THE INTERNAL
AUDITOR**



NEW PARTNERSHIP FOR AFRICA'S DEVELOPMENT (NEPAD) COORDINATION UNIT

16. With regard to NEPAD, there was consensus that the Secretariat of NEPAD should be integrated into the structures and processes of the AU as quickly as possible. The Report on the Study commissioned by the NEPAD Secretariat and the AU Commission should enhance an informed decision on the modalities for the integration process.

17. During the Maputo Session, the Executive Council stressed the need to maintain the momentum created by NEPAD and as such, for the gradual integration process in tandem with the process of setting up the Structures of the AU Commission and their effective functioning. With a view to promoting programme coordination and harmonization and avoiding duplication, the meeting proposed that an appropriate Coordinating Unit be created within the AU Commission to facilitate the gradual integration of the NEPAD Secretariat into the Commission of the AU. At the end of the discussion, the Chairperson drew the following conclusion that had emerged as a consensus:

- The momentum and impact that NEPAD has created should be maintained and reinforced, and no rush action be taken which could disrupt the process;
- NEPAD being an AU programme, the integration of its Secretariat into the AU Commission should be gradual and should commence after the Maputo Summit with a possible duration of three (3) years or until such time as the AU Structures are fully operational or which ever comes first.
- a Coordinating Unit of not more than 5 staff and not less than three (3) with a high profile Coordinator should be established in the Commission to facilitate the functional and programmatic aspects of the integration process. In this regard, the Commission was requested to make proposals to the PRC regarding the grading of the staff, taking into account the recommendations already made by the PRC concerning the Structure as well as the views expressed during the current debate;
- all other issues brought out in the study, which do not relate directly to the AU Structures, should be left to the HSGIC of NEPAD which commissioned the study;

- regional representatives in both the NEPAD Steering Committee and HSGIC, should keep all Member States of their respective regions informed of developments within NEPAD;

18. The Executive Council recommends as follows:

The Challenge

The fundamental changes, which have taken place in the world, particularly since the 1990's and the continuing deterioration of socio-economic conditions in Africa, as well as the current conflict situations, informed the transformation of Organisation of African Unity (OAU) to African Union (AU). The AU was set up to urgently assist Africa in striking a balance between economic and political agenda of the continent through the acceleration of the processes of the implementation of the Abuja Treaty, which is central to socio-economic development of Africa. The framework for the attainment of this objective is the New Partnership for Africa's Development (NEPAD). Through NEPAD, the AU intends to give prominence and attention to various socio-economic problems that have marginalized Africa in the global polity through the promotion of regional and continental integration as well as international partnership. In particular, it will assist in mobilizing the African population through private-public sector partnership and promote regional and continental integration, as well as international partnership in order to overcome the challenges facing the continent.

The Mission

The mission of this Unit is to work closely with the existing NEPAD Administrative framework through the provision of an effective and coherent coordination and liaison service. In this connection, it will focus on priority areas of development located with NEPAD, harbinger of eventual integration and sustainable development.

Objective

The principal objectives of the NEPAD Unit are to:

- i. To facilitate the full integration of NEPAD into the Commission, and the achievement of the overall objectives of NEPAD within the framework of the Commission's programmes;
- ii. To support the NEPAD Secretariat in the provision of technical services for the work of Heads of State Implementation Committee and NEPAD Steering Committee with the aim of becoming the Core Coordinating Secretariat of the NEPAD programme in the near future;

- iii. To serve as a liaison between the Commission and the other agencies such as ADB, ECA, RECs and partnership in ensuring the attainment of the overall objectives of NEPAD, in particular, the operationalisation of the priority areas such as resource mobilization and infrastructural and other projects;

Programme Thrust

The programme thrust of the Unit is to facilitate the work of the Commission as it relates to NEPAD and thus create the necessary and sufficient conditions for the eventual integration of the NEPAD Structure into the Commission of African Union.

Core Functions

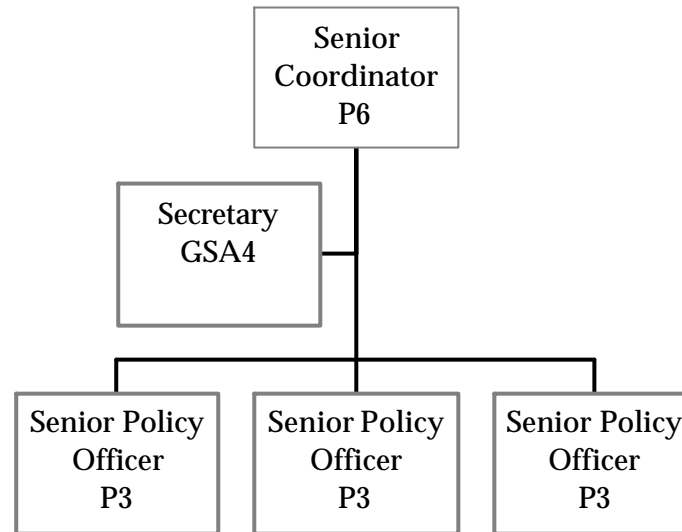
The core functions of the NEPAD Coordination Unit will consist of:

- a. Facilitation of the process of cooperation and synchronization of the priority programmes and projects of NEPAD with the relevant units, departments and organs of AU;
- b. Creation of conducive and necessary conditions for the integration of the activities and programmes of NEPAD into the operations of the Commission of African Union, in particular:
 - i. Collaborate with the NEPAD Secretariat in organizing and servicing meetings of NEPAD HSGIC and the Steering Committee;
 - ii. Support and monitor the implementation of priority sectoral projects, in cooperation with RECs;
 - iii. Initiate the framework for the long term mobilization of external and internal support (including financial support and FDI) and the involvement of the private sector in the implementation of NEPAD programmes;
 - iv. Promote ownership and support for the NEPAD initiative particularly at the regional and national levels, with the support of REC's;
 - v. Network and liaise with African and international organizations;
 - vi. Mount, marketing and communication programmes to popularise and promote NEPAD at all levels.

19. Pending the final decision on the modalities for the integration of the NEPAD Secretariat into the AU Commission, the Executive Council propose the setting up of a coordination unit with a staff complement of five (5) as follows:

- 1 x Senior Coordinator (NEPAD)
- 3 x Senior Policy Officer
- 1 x Secretary

Total: 5 Staff

ORGANIGRAMME FOR THE NEPAD COORDINATION UNIT

CONFERENCE ON SECURITY, STABILITY, DEVELOPMENT AND COOPERATION IN AFRICA (CSSDCA) COORDINATION UNIT

20. The Executive Council recommends as follows:

Mandate

To provide a policy development forum for the elaboration and advancement of common values within the main policy organs of the Organisation: promote and sustain policy interface among such organs to support this objective; and serve as the main framework for the coordination, monitoring and evaluation of decisions of the Union as assigned by the Assembly of the Heads of State and Government (AHG. Dec. 175 (XXXVIII))

Core Functions

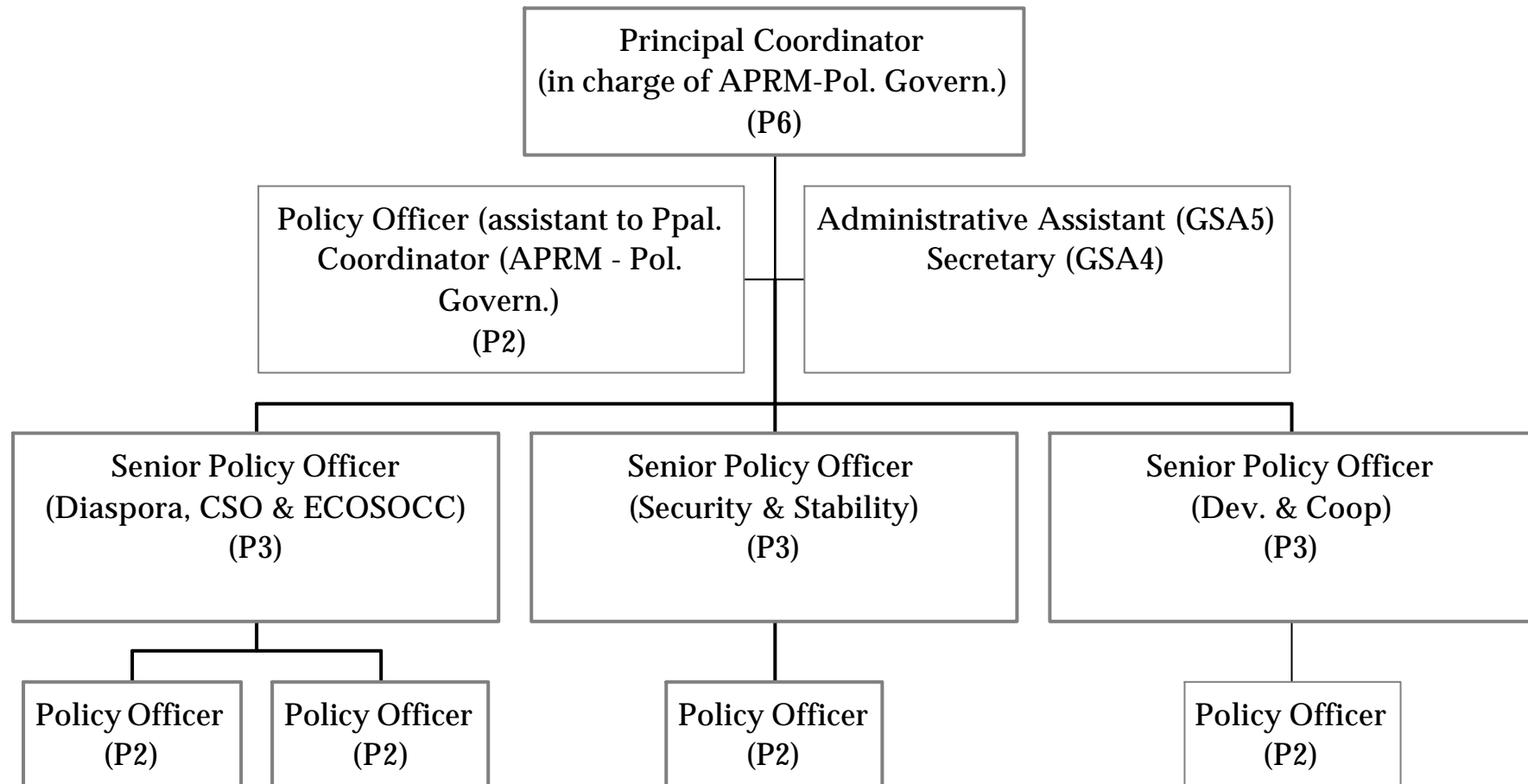
- i. To coordinate and monitor implementation of the various decisions of the policy organs of the African Union, including those outlined in the CSSDCA Memorandum of Understanding;
- ii. To serve as the focal point for organising relevant meetings on the CSSDCA process, including the Review Conference and the Standing Conference;
- iii. To plan and support activities and programmes aimed at implementing the CSSDCA Process;
- iv. To liaise and consult with civil society forums and parliamentary networks to establish and sustain means of incorporating principles and guidelines in national institutions that would have responsibility for monitoring the implementation of CSSDCA activities;
- v. To develop and propose modalities for the involvement of Member States in the CSSDCA Process;
- vi. To seek and expand cooperation with similar institutions and organisations outside Africa;
- vii. To initiate action and participate in activities to raise extra-budgetary funds for CSSDCA activities;
- viii. To ensure, in other ways, effective and efficient implementation of the Solemn Declaration on the CSSDCA;
- ix. To promote advocacy of the decisions of AU Policy Organs with a view to their implementation;

- x. To promote relations with the African Diaspora with a view to ensuring their contribution to the implementation of CSSDCA and wider AU goals and objectives;
- xi. To assume responsibilities assigned by the NEPAD Implementation Committee in support of the African Peer Review Mechanism in the sphere of political governance and to coordinate related AU activities in this regard;
- xii. To serve as a monitoring and evaluation mechanism of the African Union;
- xiii. To serve as a policy development Forum that would enable productive interface among policy organs of the AU and the elaboration and advancement of common values and goals;
- xiv. To use this strategic framework as a model for forward planning that would stimulate convergence of values and commitments by ensuring that the policies and practices of states and various policy organs within the AU conform to agree political, economic and corporate values and/or codes and standards established by the Constitutive Act of the African Union.

21. The Executive Council recommends a structure and staff complement of eleven (11) with grade levels as follows:

- 1 x Principal Coordinator (CSSDCA)	- P6
- 3 x Senior Policy Officer	- P3
- 5 x Policy Officer	- P2
- 1 x Administrative Assistant	- GSA5
- 1 x Secretary	- GSA4

Total: 11 Staff

ORGANIGRAMME OF THE CSSDCA SECRETARIAT

COMMUNICATION AND INFORMATION UNIT

22. The Executive Council recommends as follows:

Mandate

To develop, plan and conduct activities designed to provide information about the AU, and to promote increased awareness about its aims and activities through various information tools and mechanisms.

Core Functions

- i. To serve as the focal point for disseminating information and act as the spokesperson for the Commission;
- ii. To draft news releases, correspondence or other information publications, and assist with the distribution of information materials;
- iii. To manage, formulate and coordinate the development and implementation of outreach as well as advocacy programmes for the Commission;
- iv. To establish and maintain lines of communication with constituencies, NGOs, policy institutions, academia, foundations and associations, as well as identify, and coordinate action on opportunities to foster support for the objectives and activities of the Organisation;
- v. To formulate and advise on promotional strategies for press conferences, meetings and other activities planned for the outreach and advocacy programmes;
- vi. To organize the research and drafting of materials related to issue-oriented campaigns and events;
- vii. To ensure the development and maintenance of the website as well as relevant automated databases;
- viii. To provide editorial advice, statements, speeches and replies to frequently asked and anticipated questions for use by senior management;
- ix. To serve as focal point for relations with, and support for, departments and programmes on communication and public information strategies and information dissemination.
- x. To co-ordinate the implementation of the decisions of the meetings of the African Ministers of Information.

- xi. To explore the possibility of establishing and managing a television and radio station for the African Union an African Union radio, TV and newspaper.

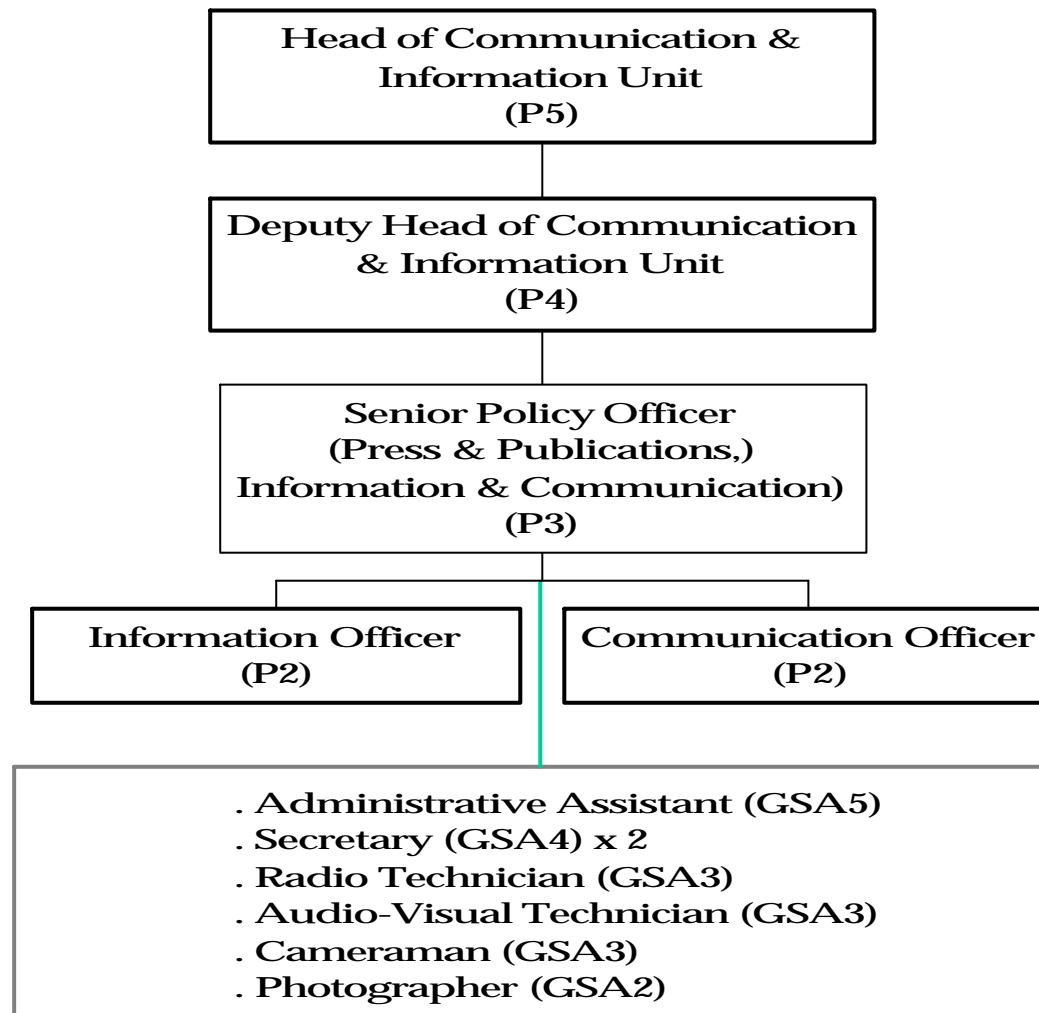
Skill Profiles

Communication, Journalism, Public and International Relations, Political Science, Marketing, Image Building/Image Promotion.

23. The Executive Council recommends a structure and staff complement of twelve (12) with grades as follows:

- 1 x Head of Unit	- P5
- 1 x Deputy Head of Unit	- P4
- 1 x Senior Policy Officer (Information & Communication)	- P3
- 1 x Information Officer	- P2
- 1 x Communication Officer	- P2
- 1 x Administrative Assistant	- GSA5
- 2 x Secretary	- GSA4
- 1 x Radio Technician	- GSA3
- 1 x Audio Visual Technician	- GSA3
- 1 x Cameraman	- GSA3
- 1 x Photographer	- GSA2

Total: 12 Staff

ORGANIGRAMME OF THE COMMUNICATION & INFORMATION UNIT

PROTOCOL SERVICES UNIT

24. The Executive Council recommends as follows:

Mandate

To provide protocol services to the Commission and other Organs of the AU, such as privileges, immunities, ceremonial and consular services.

Core Functions

- i. To develop and maintain rules and procedures relating to protocol services, including the implementation of the Host Agreement;
- ii To continuously keep staff of the Commission informed of the rules and protocol procedures ;
- iii To initiate congratulatory messages to Member States as appropriate;
- iv To provide protocol services as appropriate to the members of the Commission and the entire staff of the Commission ;
- v To ensure the appropriate conduct of ceremonies and public functions ;
- vi To process documents for diplomatic privileges ;
- vii To process applications for exit and entry visas on behalf of the staff of the AU ;
- viii To process laissez-passer applications ;
- ix To keep flags and national anthems of AU Member States ;
- x To compile information on AU Member States and their leaders ;
- xi To assist representatives/delegations of Member States during AU meetings and other functions, in close collaboration with the host countries.

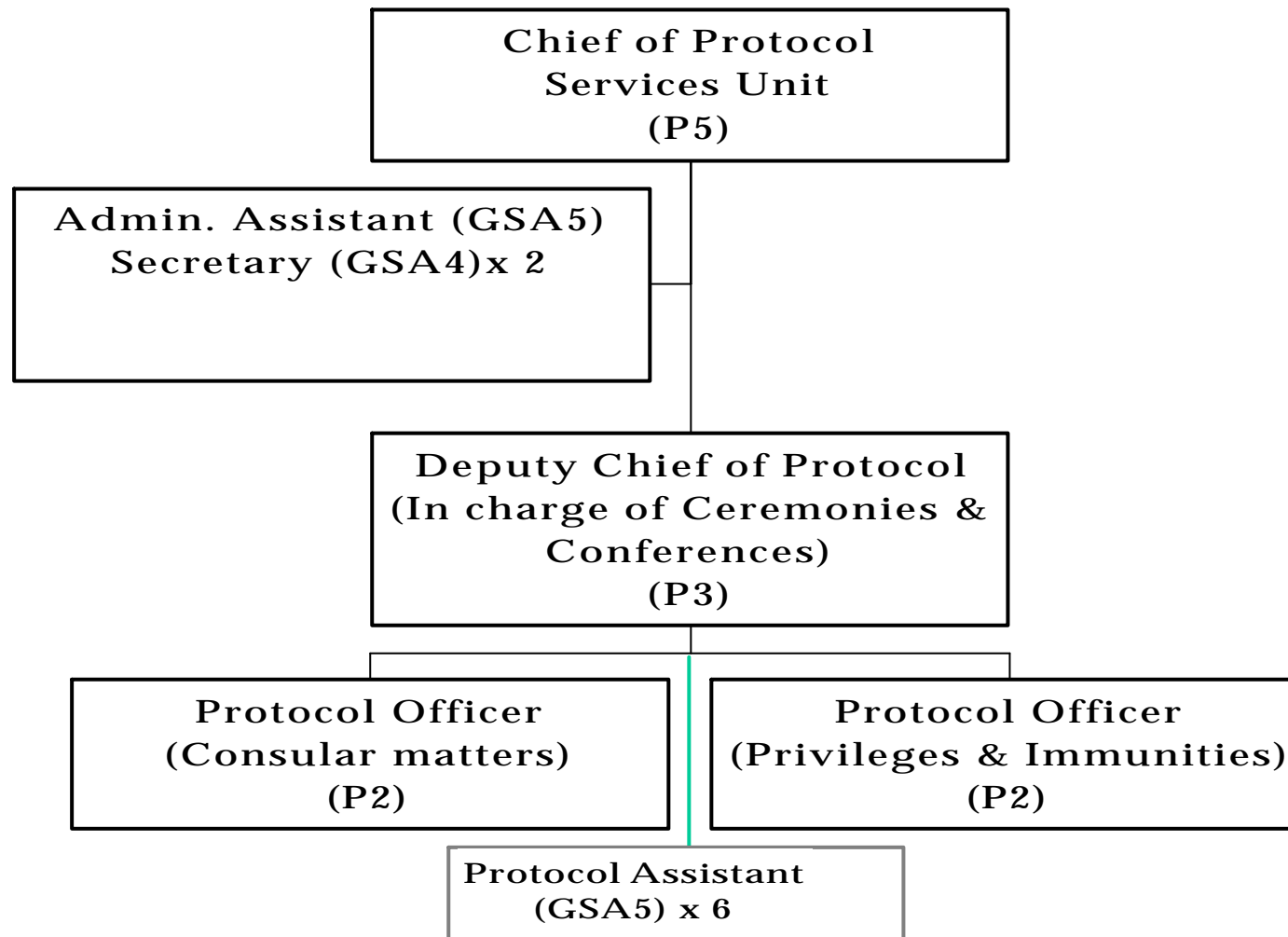
Skill Profiles

Public Relations, International Relations, Political Science, Diplomacy.

25. The Executive Council recommends a structure and staff complement of thirteen (13) with grades as follows:

- | | |
|--------------------------------|--------|
| - 1 x Chief of Protocol | - P5 |
| - 1 x Deputy Chief of Protocol | - P3 |
| - 2 x Protocol Officer | - P2 |
| - 6 x Protocol Assistant | - GSA5 |
| - 1 x Administrative Assistant | - GSA5 |
| - 2 x Secretary | - GSA4 |

Total: 13 Staff

ORGANIGRAMME OF THE PROTOCOL SERVICES UNIT

OFFICE OF THE DEPUTY CHAIRPERSON

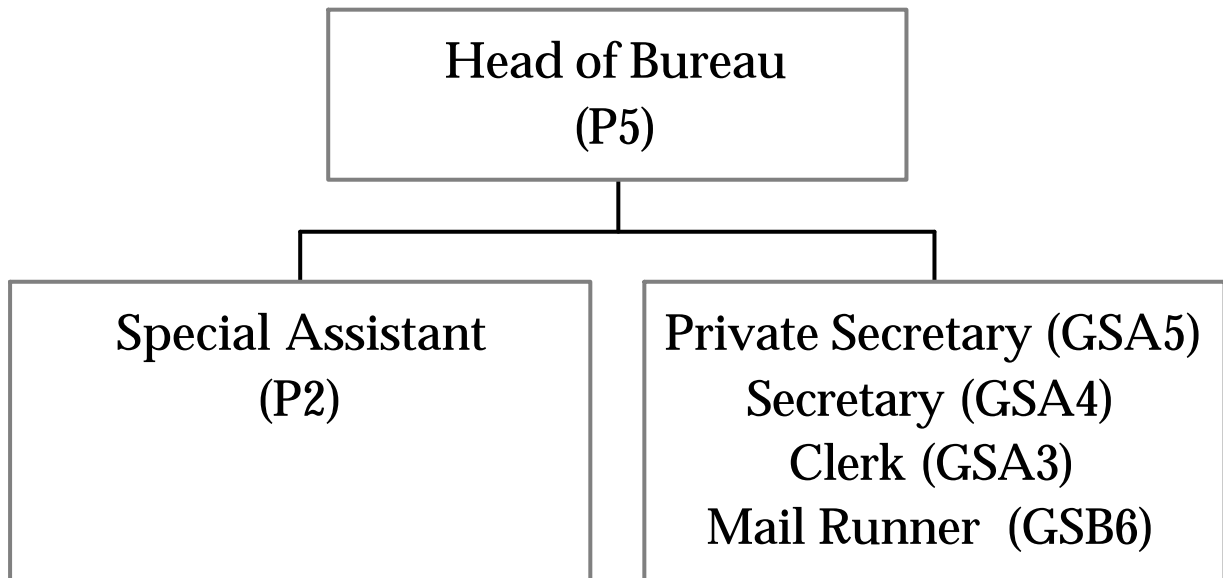
BUREAU OF THE DEPUTY CHAIRPERSON

26. The Executive Council recommends a structure and staff complement of six (6) for the Office of the Deputy Chairperson as follows:

- | | |
|---|--|
| <ul style="list-style-type: none"> - 1 x Head of Bureau - 1 x Special Assistant - 1 x Private Secretary - 1 x Secretary - 1 x Clerk - 1 x Mail Runner | <ul style="list-style-type: none"> - P5 - P2 - GSA5 - GSA4 - GSA3 - GSB6 |
|---|--|

Total: 6 Staff

ORGANIGRAMME OF THE BUREAU OF THE DEPUTY CHAIRPERSON



DIRECTORATE FOR ADMINISTRATION AND HUMAN RESOURCES DEVELOPMENT

27. The Executive Council recommends as follows:

Mandate

To plan, develop and manage human resources for optimal organisational performance and implement action on staff policies and regulations; provide efficient and timely core services, procure and manage human resources for all Directorates and Offices of the Commission in order to facilitate their smooth functioning; as well as provide preventive and curative health services with modern diagnostic services for the Staff of the Commission and AU Member States represented in Addis Ababa.

Core Function

- i. To develop, manage and implement administrative policies;
- ii To initiate and develop administrative rules and procedures;
- iii . To promote awareness of best practices in administrative procedures;
- iv. To initiate, propose and manage human resource policies taking into account gender and other considerations;
- v. To ensure a fair and efficient performance appraisal system including the enforcement of staff discipline;
- vi. To develop, manage policy on medical services as well as provide effective outpatient clinical services drawing on adequate diagnostic services ;
- vii. To initiate, develop and manage a reliable Management Information System (MIS) policy;
- viii. To design and maintain a Web site for the Commission and organs of the Union under the oversight of the Deputy Chairperson;
- ix. To design and manage a reliable transport system;
- x. To design and manage a current and reliable inventory system;
- xi. To refurbish, build and maintain buildings;

- xii. To initiate manage and maintain an effective security system for property and staff;
- xiii. To initiate, design, and manage a modern Library Services;
- xiv. To design and maintain an archival system for the Commission and AU Organs.
- xv. To provide an efficient Registry Service;
- xvi. To ensure a smooth coordination framework for the administrative staff.

Skill Profiles

Public Administration, Engineering, Mechanics, Clerical, Procurement, Stores, Library, Archives, Security, Strategic Planning, proven Interpersonal Relations, administration, Proficiency in different fields of medicine, Pharmacology, nursing, Para-medicine, Human Resource Management and Development, Labour relations, Training skills, Insurance background and Counselling.

28. The Executive Council recommends a structure and staff complement of one hundred and forty-eight (148) with grades as follows:

- | | | | | |
|--|---|--|---|------|
| a. | - | 1 x Director | - | D1 |
| | - | 1 x Administrative Assistant | - | GSA5 |
| | - | 1 x Secretary | - | GSA4 |
| | | Total: 3 Staff | | |
|
b. Human Resources Services Division (HRSD) | | | | |
| | - | 1 x Head of Division | - | P5 |
| | - | 3 x Senior HR Officer | - | P3 |
| | - | 4 x HR Officer | - | P2 |
| | - | 1 x HR Data Processing Clerk | - | GSA5 |
| | - | 2 x Secretary | - | GSA4 |
| | - | 1 x Clerk | - | GSA3 |
| | | Total: 12 Staff | | |
|
c. Medical Services | | | | |
| | - | 1 x Head of Medical Services | - | P5 |
| | - | 1 x Medical Doctor
(Paediatrician) | - | P4 |
| | - | 2 x Medical Officers (General Practitioners) | - | P4 |
| | - | 1 x Pharmacist | - | P3 |

-	1 x Lab. Technologist	-	P2
-	1 x Head Nurse	-	GSA6
-	2 x Dispensers	-	GSA5
-	2 x Lab Technicians	-	GSA5
-	4 x Staff Nurses	-	GSA5
-	1 x X-ray Technician	-	GSA5
-	1 x Dark Room Technician	-	GSA3
-	1 x Secretary/Cashier	-	GSA4
	Total: 18 Staff		

d. **Management Information Systems Division (MIS)**

-	1 x Head of Division	-	P5
-	3 x Administrator	-	P3
-	6 x Technician	-	GSA5
-	1 x Secretary	-	GSA4
	Total: 11 Staff		

e. **Administrative Services Division and Units under the Division**

-	1 x Head of Division	-	P5
-	1 x Secretary	-	GSA4
	Total: 2 Staff		

i. *Building Equipment and Transportation Services Unit*

-	1 x Chief of Unit	-	P3
-	1 x Estate Officer	-	P2
-	1 x Secretary	-	GSA4
-	1 x Transport Supervisor	-	GSA5
-	1 x Maintenance Supervisor	-	GSA5
-	25 x Driver	-	GSB7
-	2 x Telephone Operator	-	GSA2
-	3 x Maintenance Technician (Electrician, Plumber, Carpenter)	-	GSA4
	Total: 35 Staff		

ii. *Library and Archives Unit*

-	1 x Chief of Library/Archives Services	-	P3
-	1 x Librarian	-	P2
-	1 x Archivist	-	P2
-	5 x Cataloguer	-	GSA5
-	1 x Secretary	-	GSA4
	Total: 9 Staff		

iii. *Security Services Unit*

-	1 x Chief of Security Services	-	P3
-	1 x Deputy Chief Security Service	-	P2
-	3 x Security Supervisor	-	GSA5
-	1 x Computer Operator (ID/Pass Unit)	-	GSA4
-	1 x Secretary/Receptionist	-	GSA4
-	21 x Security Guard	-	GSB8
	Total: 28 Staff		

iv. *Registry Services Unit*

-	1 x Chief of Registry	-	P2
-	1 x Registry Supervisor	-	GSA5
-	1 x Clerk/Secretary	-	GSA4
-	4 x Clerk	-	GSA3
-	13 x Mail Runner	-	GSB6
	Total: 20 Staff		

v. *Procurement and Travel Unit*

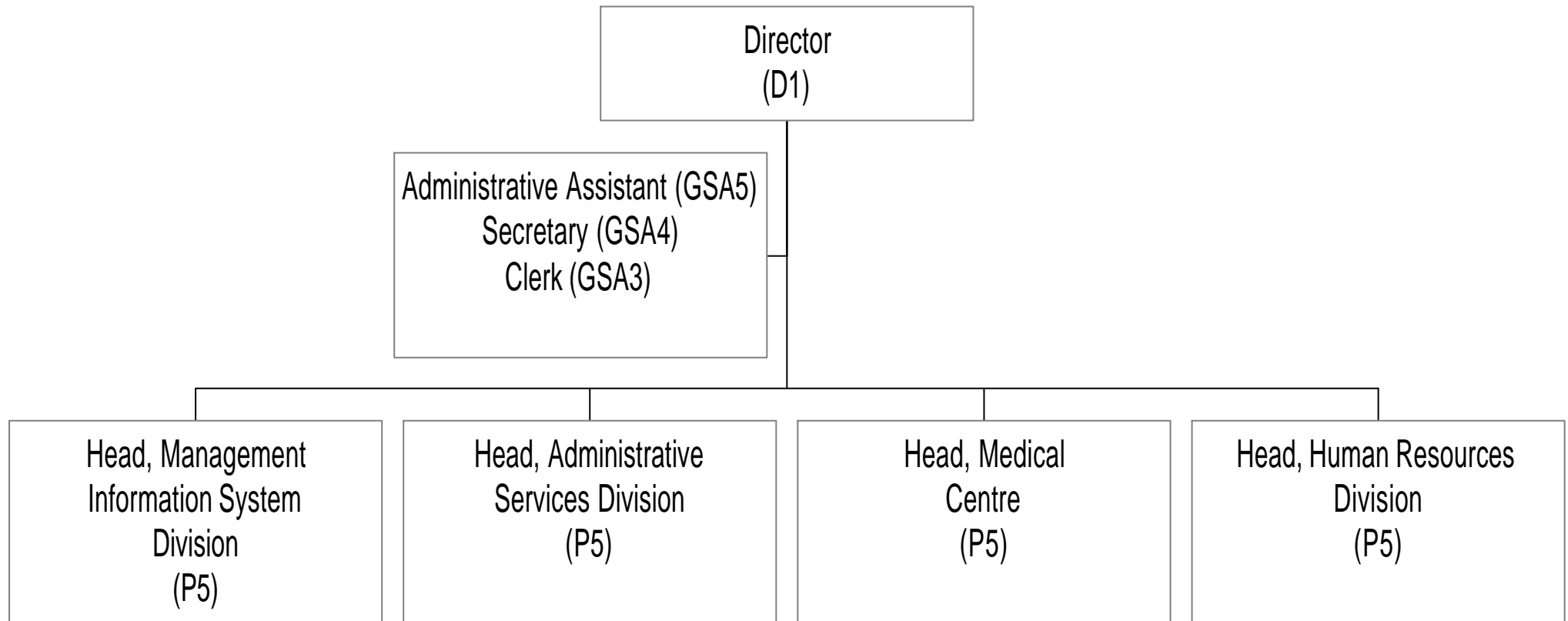
-	1 x Chief of Procurement & Travel	-	P3
-	1 x Procurement Officer	-	P2
-	1 x Senior Travel Assistant	-	GSA5
-	1 x Senior Accounts Clerk	-	GSA4
-	1 x Travel Assistant	-	GSA3
-	1 x Secretary	-	GSA4
	Total: 6 Staff		

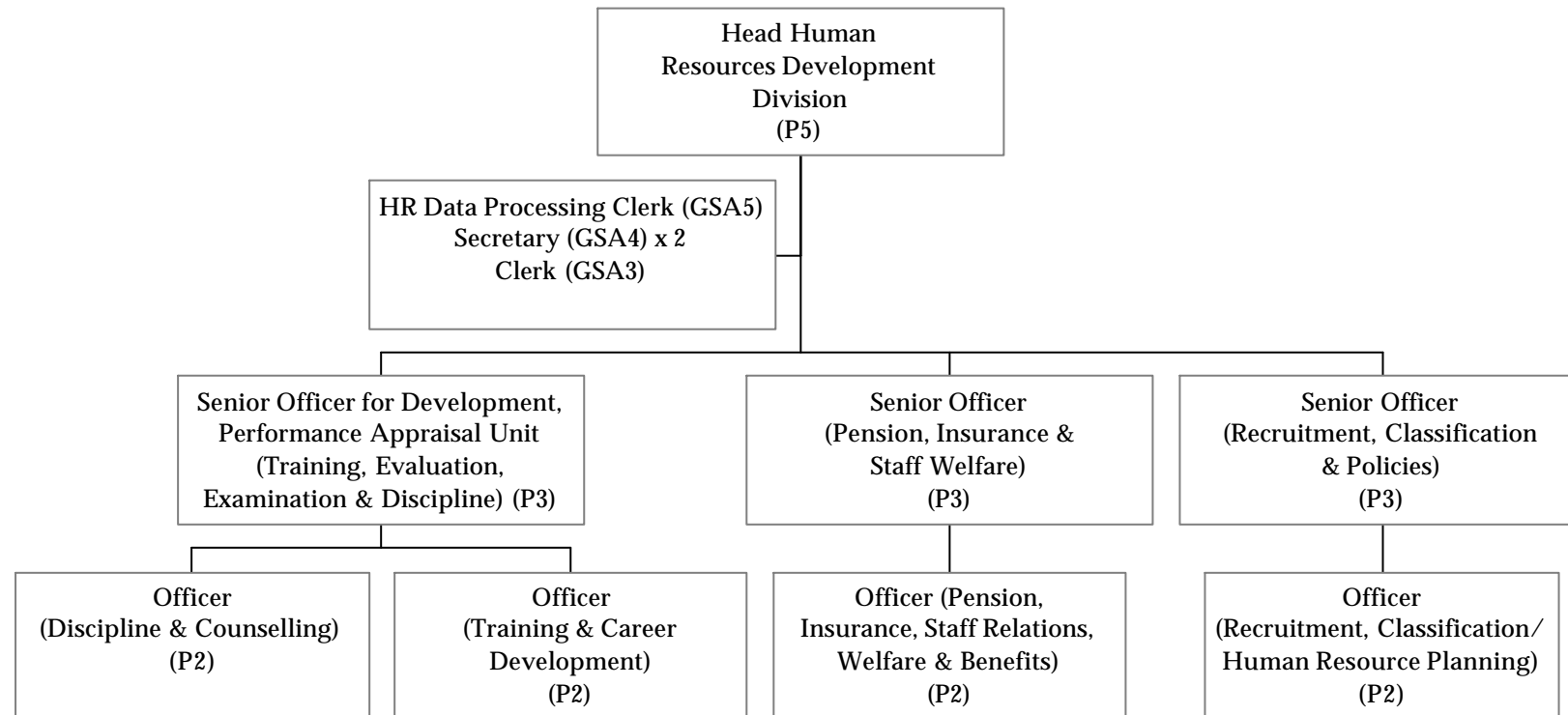
vi. *Stores Unit*

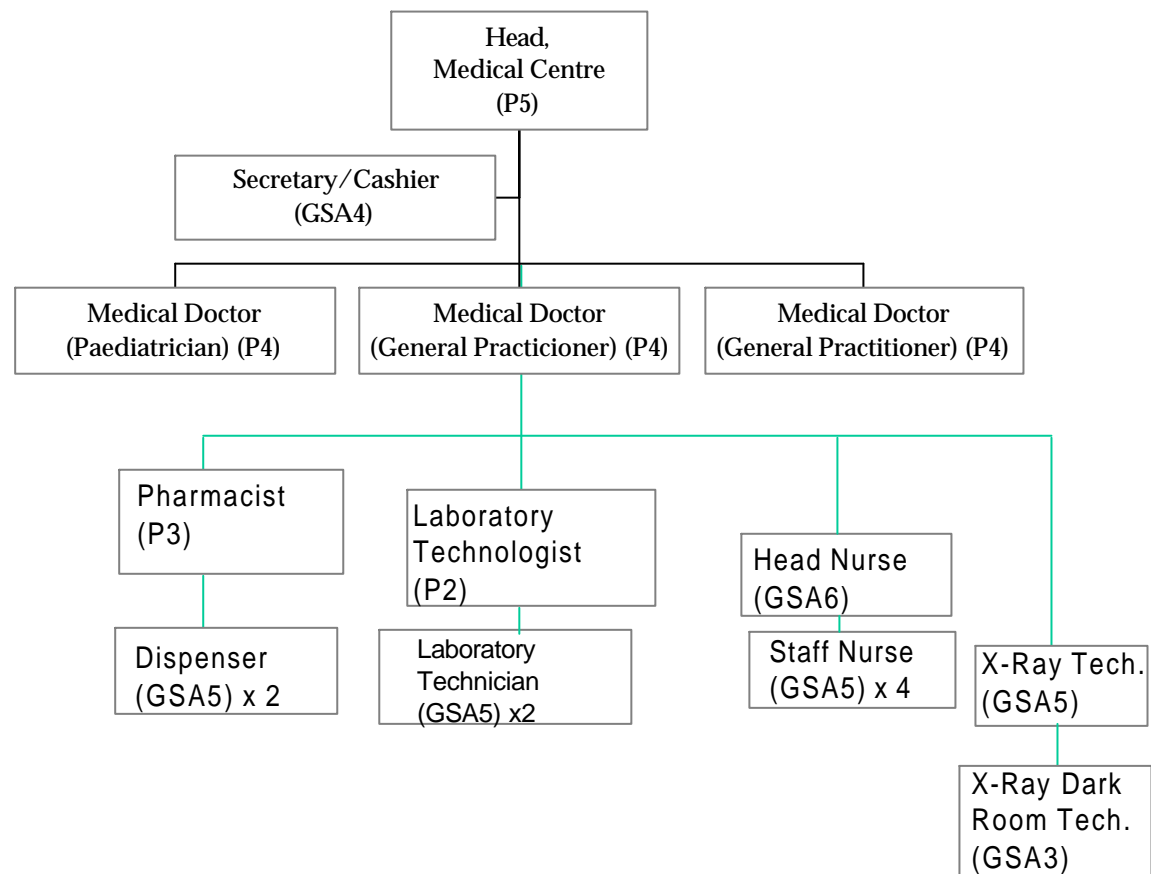
-	1 x Stores Officer	-	P2
-	1 x Stock Control Assistant	-	GSA4
-	2 x Warehouse Clerk	-	GSA2
	Total: 4 Staff		

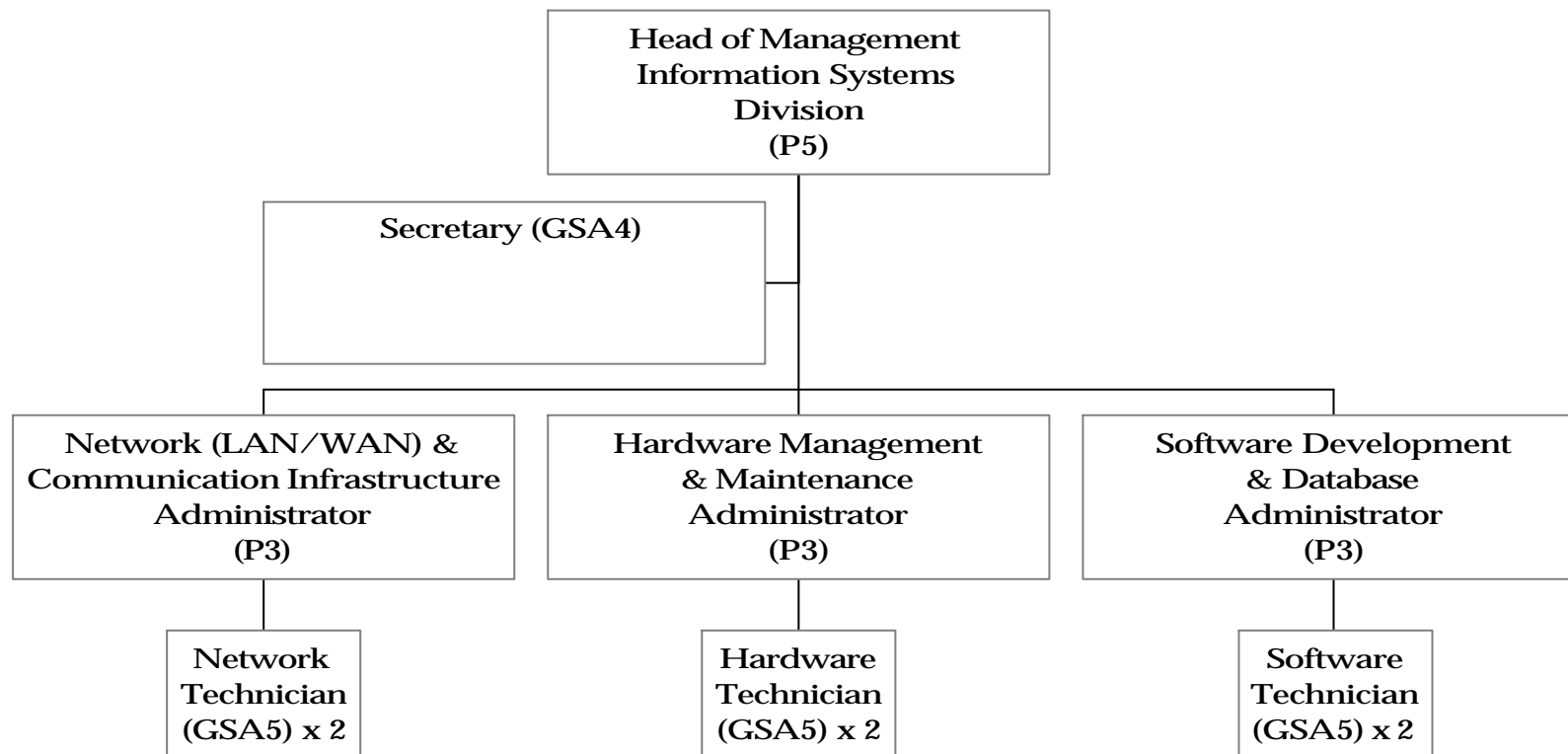
Grand Total: 148

**ORGANIGRAMME OF THE DIRECTORATE FOR ADMINISTRATION AND HUMAN
RESOURCES DEVELOPMENT**

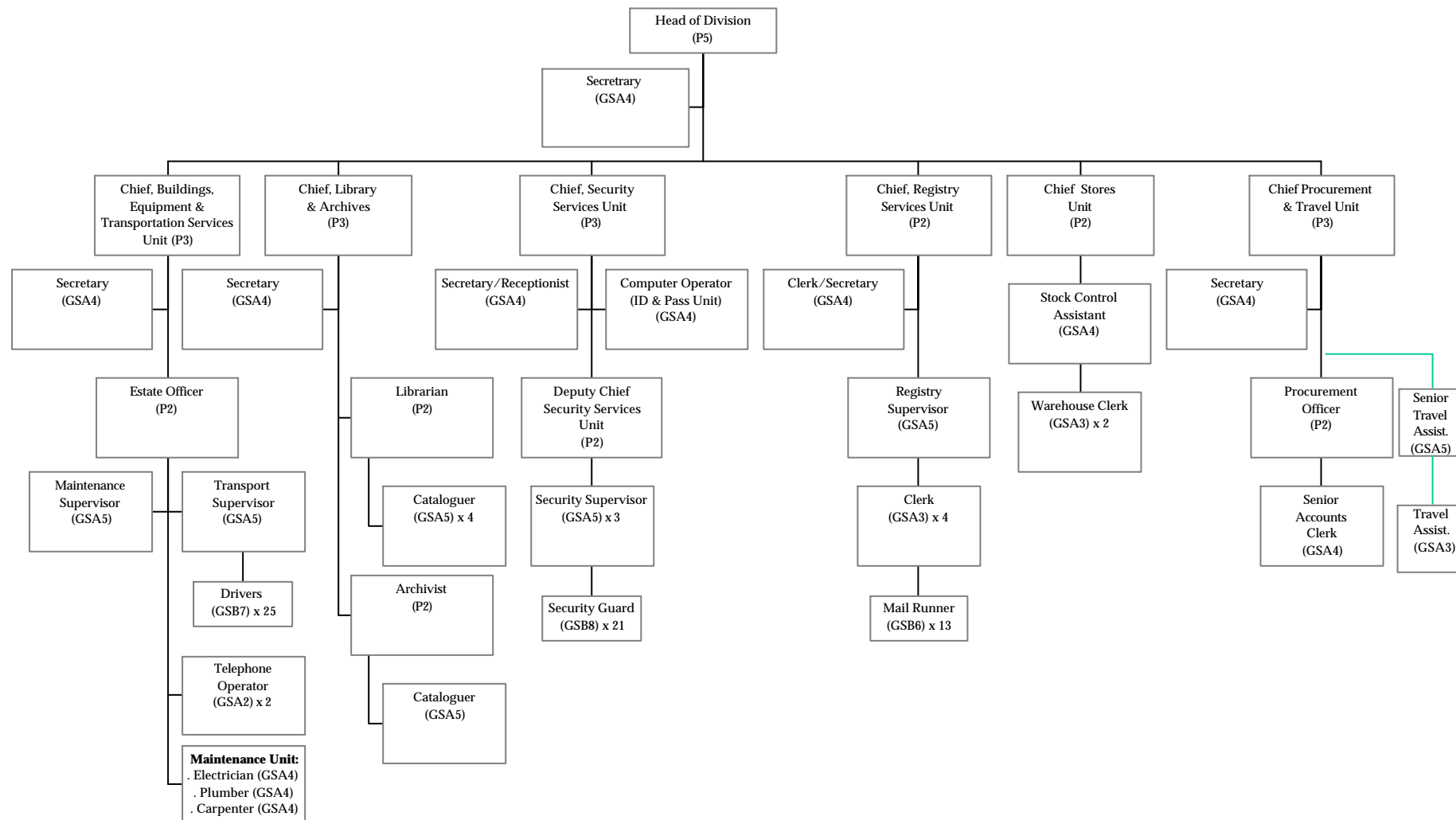


ORGANIGRAMME OF THE HUMAN RESOURCES DEVELOPMENT DIVISION

ORGANIGRAMME FOR THE MEDICAL SERVICES

ORGANIGRAMME OF THE MANAGEMENT INFORMATION SYSTEMS DIVISION

ORGANIGRAMME OF THE ADMINISTRATIVE SERVICES DIVISION



DIRECTORATE FOR PROGRAMMING, BUDGETING, FINANCE AND ACCOUNTING

29. The Executive Council recommends, as follows:

Mandate

- To plan, develop and implement Financial Accounting policies and policy to execute Budgetary Programmes, Rules, Regulations and Procedure. The Directorate also collects and manages statutory and other funds owed to the African Union.
- To ensure inter-departmental coordination in programming and the budgetary process, as well as to assess the efficiency and effectiveness of programmes in realizing organizational goals and objectives.

Core functions

- i. To prepare integrated programmes of overall operational activities and projects;
- ii. To prepare and issue instructions relating to budget preparation;
- iii. To conduct and monitor the process of budget preparation;
- iv. To prepare the programme budget of the Commission and follow up its implementation;
- v. To organize coordination meetings on programming and budgeting;
- vi. To propose training programmes relating to programme designing, programme coordination, and budget preparation;
- vii. To manage the Programme Budget of the Commission;
- viii. To initiate, propose, manage and implement financial policies;
- ix. To develop, maintain financial and accounting rules and procedures;
- x. To promote awareness of best practices in financial management and internal financial control systems;
- xi. To initiate and take necessary actions to collect funds of and for the African Union;
- xii. To control budget execution and process payments;

- xiii. To invest excess liquidity as authorized;
- xiv. To facilitate the conduct of external audit;
- xv. To ensure effective implementation of Financial Rules and Regulations;
- xvi. To ensure safe custody of all liquid Assets of the Union ;
- xvii. To ensure prompt recovery of all receivables owed to the Union ;
- xviii. To produce periodic financial and budget execution reports and annual financial statements, in accordance with Financial Rules and Regulations.

Skill profiles

Accounting, Finance, Financial Management, and Computer based Accounting, Programming and Budgeting skills.

30. The Executive Council recommends a structure and staff complement of twenty-three (23) with grades as follows:

-	1 x Director	-	D1
-	3 x Secretary	-	GSA4
-	1 x Clerk	-	GSA3
	Total 5		

Pre Auditing Unit

-	1 x Senior Finance Officer	-	P3
-	1 x Finance Officer	-	P2
	Total 2		

Programming & Budgeting Division

-	1 x Head of Division	-	P5
-	1 x Senior Policy Officer	-	P3
-	2 x Policy Officer	-	P2
	Total 4		

Financial Management Division

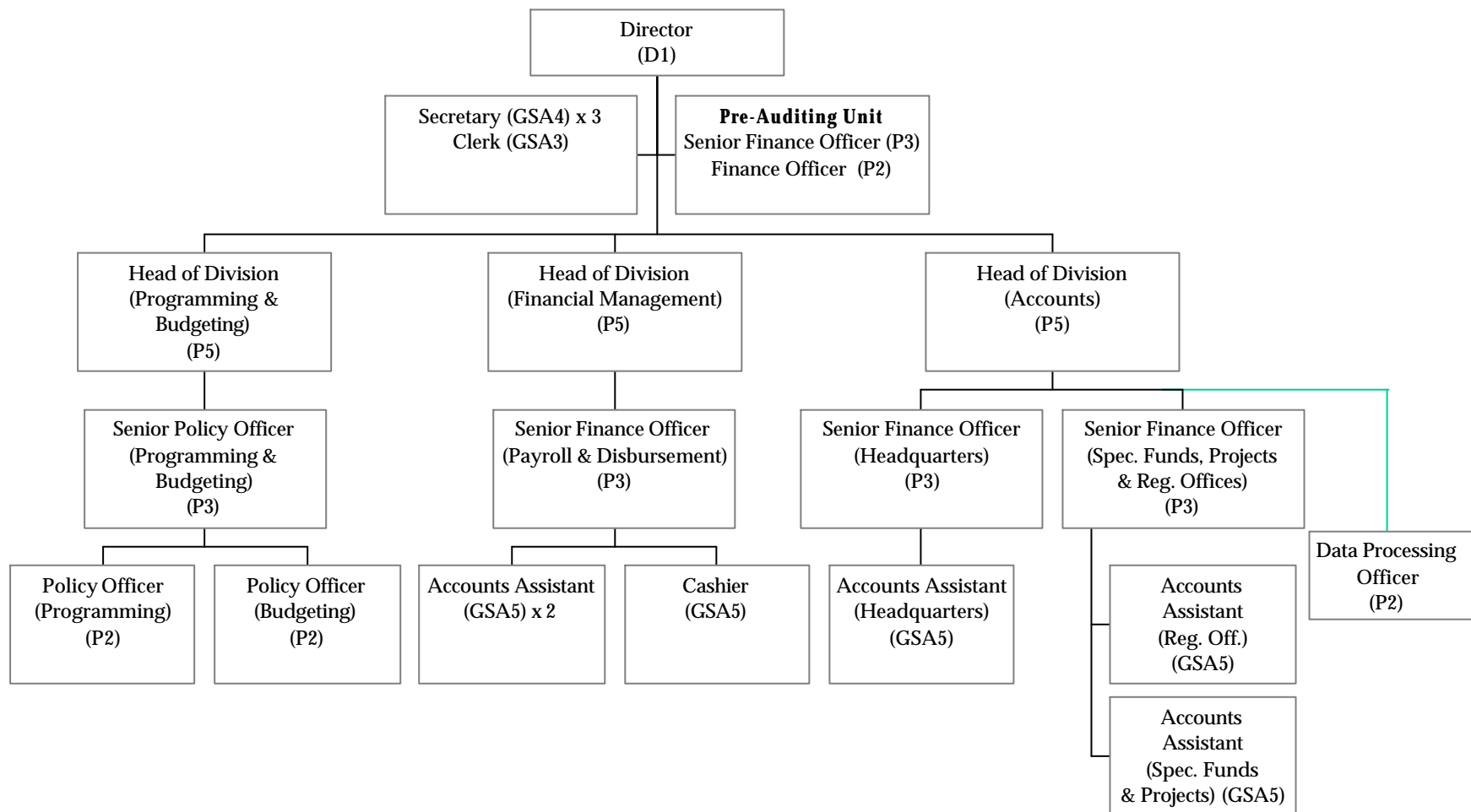
-	1 x Head of Division	-	P5
-	1 x Senior Finance Officer	-	P3
-	2 x Accounts Assistant	-	GSA5
-	1 x Cashier	-	GSA5

Total 5**Accounts Division**

-	1 x Head of Division	-	P5
-	2 x Senior Finance Officer	-	P3
-	1 x Data Processing Officer	-	P2
-	3 x Accounts Assistant	-	GSA5
	Total 7		

Grand Total: 23 Staff

ORGANIGRAMME OF THE DIRECTORATE FOR PROGRAMMING, BUDGETING, FINANCE AND ACCOUNTING



DIRECTORATE FOR CONFERENCE SERVICES

31. The Executive Council recommends as follows:

Mandate

To provide, plan and manage Conference Services for the Commission and when necessary for other Organs of the Union as well as to print and reproduce all documents of the Commission.

Core Functions

- i. To plan, organize and service conferences and meetings of the AU and its Organs;
- ii. To determine and provide such conference needs as:
 - Interpretation, translation, editing and proof-reading of policy and technical documents, as well as reports;
 - Printing and reproducing all documents of the Commission.
- iii. To develop a system for the efficient storage, control and distribution of documents before, during and after conferences and meetings of the AU;
- iv. To identify the technical and material resources needed to service conferences;
- v. To ensure that there is a venue and documents for the meeting;
- vi. To circulate documents for meetings and conferences;
- vii. To ensure safe keeping of documents.

Skill Profile

Writing skills, Speaking skills, Linguistic skills, Coordination skills, Computer skills, Graphic Designing skills, Publishing skills, Desktop Printing and Maintenance skills, Interpretation/ Translation, Conferences organisation.

32. The Executive Council recommends a structure and staff complement of one hundred and seventeen (117) with grades as follows:

- | | |
|-----------------------|------|
| - 1 x Director | - D1 |
| - 1 x Deputy Director | - P5 |
| Total: 2 | |

Conference Services

- 12 x Revisor	- P4
- 22 x Translator	- P3
- 10 x Proof Reader	- P2
- 18 x Interpreter	- P4
- 6 x Pool Supervisor	- GSA6
- 12 x Secretary	- GSA4
- 1 x Documentalist	- P1
- 1 x Documents Controller	- P1
- 1 x Assistant Documentalist	- GSA5
- 1 x Secretary	- GSA4
- 1 x Reference Clerk	- GSA3
- 3 x Interpretation Equipment Technician	- GSA4
- 1 x Mail Runner	- GSB6

Total: 89

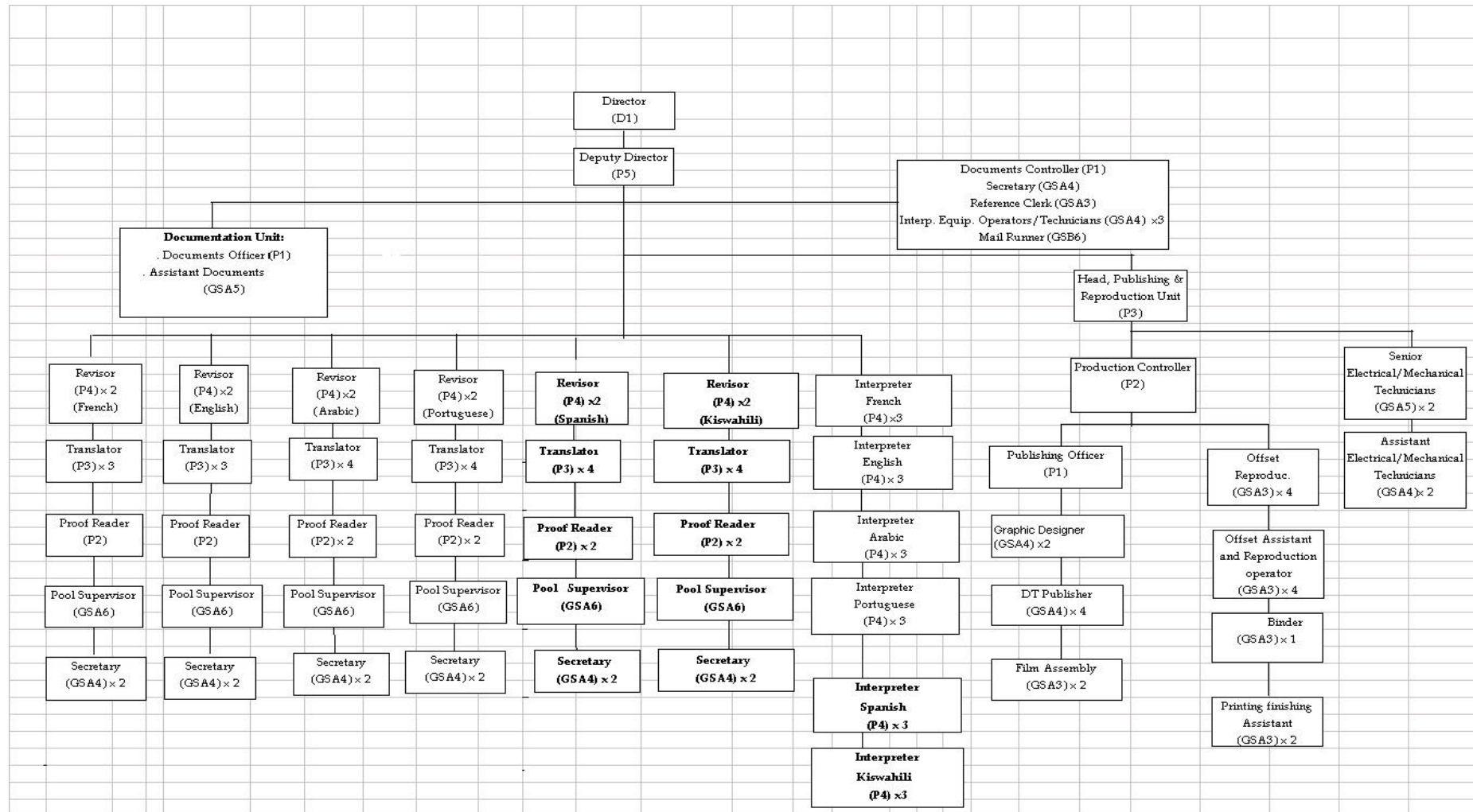
Publishing & Reproduction Unit

- 1 x Head of Publishing and Reproduction Unit	- P3
- 1 x Production Controller	- P2
- 1 x Publishing Officer	- P1
- 2 x Graphic Designer	- GSA4
- 4 x Desk Top Publisher	- GSA4
- 2 x Film Assembly Assistant	- GSA3
- 4 x Offset Reproduction	- GSA3
- 4 x Offset Assistant and Reproduction Operator	- GSA3
- 1 x Binder	- GSA3
- 2 x Printing Finishing Assistant	- GSA3
- 2 x Senior Electrical/Mechanical Technician	- GSA5
- 2 x Assistant Electrical/ Mechanical Technician	- GSA4

Total: 26

Grand Total: 117 Staff

ORGANIGRAMME OF THE DIRECTORATE FOR CONFERENCE SERVICES

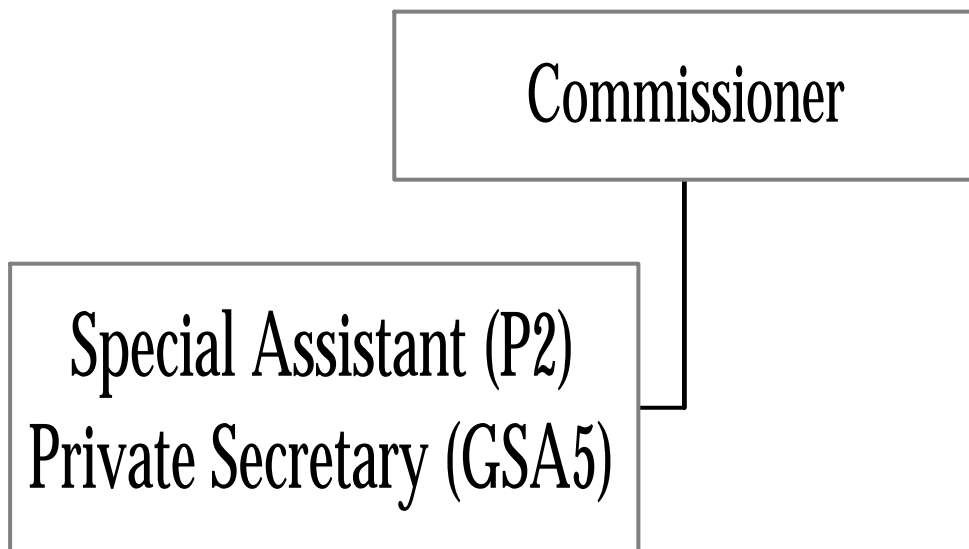


B. CONSIDERATION OF THE FUNCTIONS AND ORGANIGRAMMES OF THE PORTOFOLIOS AND DEPARTMENTS

OFFICE OF THE COMMISSIONER

33. The Executive Council recommends a staff complement of two (2) i.e. 1 Special Assistant (P2) and Private Secretary (GSA5) as follows:

ORGANIGRAMME OF THE OFFICE OF THE COMMISSIONER



DEPARTMENT FOR PEACE AND SECURITY

34. The Executive Council recommends as follows:

Challenge

In its efforts to sustain economic development and social progress in the continent, Africa is confronted with ever-increasing threats to peace, security and stability of its peoples. Armed conflicts contribute immensely to deterioration in socio-economic development, with attendant sufferings of civilian populations, increase in refugees and displaced persons, denial of basic human rights, and diminished hope for the African people. The challenge is to address in an effective way the prevention, management and resolution of conflicts on the continent and to ensure that Africa plays a central role in bringing about durable peace and security and collective security on the continent.

Mandate

The mandate of this Portfolio is to provide an enhanced institutional capacity for achieving peace, security and stability in Africa, through pro-active action and support to the efforts of AU Member States, within the framework of the larger African Union vision for a united, peaceful, stable and prosperous continent. Furthermore, it will facilitate and ensure a more effective, efficient cooperation and coordination of initiatives within the continent, as well as the Regional Conflict Resolution Mechanisms and other international initiatives.

Objectives

The overall objective of this Portfolio is the maintenance of peace, security and stability through the co-ordination and promotion of African and other initiatives on conflict prevention, management and resolution within the context of the UN.

The specific objectives include among others to:

- Ensure early signing, ratification and operationalisation of the Protocol on Peace and Security Council;
- Co-ordinate, harmonize and promote peace and security programmes of the REC's;
- Establish an efficient early warning system supportive of rapid response by the Union;

- Develop a common African defence and security policy;
- Engage in mediation and resolution of conflicts;
- Enhance the capacity of the AU, and contribute towards strengthening capacities of other stakeholders in conflict prevention, management and resolution

Programme Thrust

In this context, the programme thrust of the Portfolio is the promotion of peace, security and stability through conflict prevention, management and resolution.

Programme Elements	ST	MT	LT
<p>Mechanisms for Ensuring Peace and Security</p> <ul style="list-style-type: none"> - Elaborate the concept and doctrine of peace and security - Elaborate modalities and mechanisms for effective collaboration with regional Mechanisms (RECs) for conflict prevention and management - Elaborate mechanisms to deal with unconstitutional change of governments - Elaborate and implement all initiatives for addressing strategic and security issues that impact on the stability of AU Member States. 	<p>x</p> <p>x</p>	<p>x</p>	<p>x</p>
<p>Institution Building for Peace and Security</p> <ul style="list-style-type: none"> - Establish and operationalise the Peace and Security Council (PSC) of the AU - Establish and operationalise Peace and Security structures e.g. Panel of the Wise, its rules of procedure and modalities for smooth and effective functioning 	<p>x</p>	<p>x</p> <p>x</p>	

<ul style="list-style-type: none"> - Establish a continent wide Early Warning System - Establish and operationalise an African Standby Force (ASF) and Military Staff Committees - Enhance the capacity of the Directorate. 		X X	
<p>Strategic analysis and support</p> <ul style="list-style-type: none"> - Build an Early Warning System with the capacity for trend analysis - Establish sustainable strategic studies centres and basis - Network with all relevant partners - Undertake Conflict Management and Resolution - Support the African Women's Consultative Forum 	X		 X X X X
<p>Strategic Security issues</p> <ul style="list-style-type: none"> - Facilitate disarmaments - Coordinate African efforts in preventing and combating terrorism 			 X X
<p>Peace support operation</p> <ul style="list-style-type: none"> - Undertake, facilitate and mediate in Peace support operations in Conflict situation; - Establish liaison offices - Deploy facilitators and special envoys - Deploy observers - Support regional peace initiatives - Assist in post-conflict reconstruction 		 X 	 X X X X X

Support Instruments Institutional support for: <ul style="list-style-type: none"> • Outreach • Communication 			X X

Core functions

- i. To prepare and implement a common defense policy for Africa;
- ii. To develop guidelines for the Union's intervention in Member States, pursuant to the provisions of the Constitutive Act;
- iii. To service meetings of the Peace and Security Council and related institutions;
- iv. To coordinate, promote and implement AU's initiatives in conflict prevention, management and resolution;
- v. To propose proactive and timely initiatives for the prevention, management and resolution of conflicts in Africa;
- vi. To provide technical support and backstopping for AU's Special Envoys, Special Representatives, AU's Field Missions and other initiatives related to peace making and peace building,
- vii. To facilitate interaction with African Regional Mechanisms, the UN and its Agencies, as well as other International Organizations;
- viii. To ensure the availability of analytical background information for meetings of the Peace and Security Council and related organs;
- ix. To undertake Peace support operations; and
- x. To collaborate with CSSDCA and NEPAD for the purpose of harmonizing activities.

Skill Profiles

Political Science and Social Sciences, International Relations, International Law, Military Studies, Military Operations Planning, Writing Skills, Policy Analysis, Policy Formulation, Monitoring and Evaluation.

35. The Executive Council recommends a structure and staff complement of fifty-three (53) with grades as follows:

-	1 x Director	-	D1
-	1 x Administrative Assistant	-	GSA5
-	4 x Secretary	-	GSA4
-	1 x Clerk	-	GSA3
	Total: 7 staff		

Strategic Security Issues

-	1 x Senior Policy Officer	-	P3
-	1x Political Officer	-	P2
	Total: 2 staff		

Project Management Team

-	1 x Team Leader	-	P3
-	1 x Finance and Administrative Officer	-	P2
-	1 x Secretary	-	GSA4
	Total: 3 staff		

Conflict Management Division

-	1 x Head of Division	-	P5
-	2 x Senior Officer	-	P3
-	3 x Political Officer – Early Warning	-	P2
-	14 x Desk Officer	-	P2
-	6x Situation Room Assistant	-	GSA5
	Total: 26 staff		

Peace and Security Council Secretariat

-	1 x Secretary to the Peace and Security Council	-	P5
-	1 x Political Officer	-	P2
-	1 x Secretary	-	GSA4
	Total: 3 staff		

Peace Support Operations Division

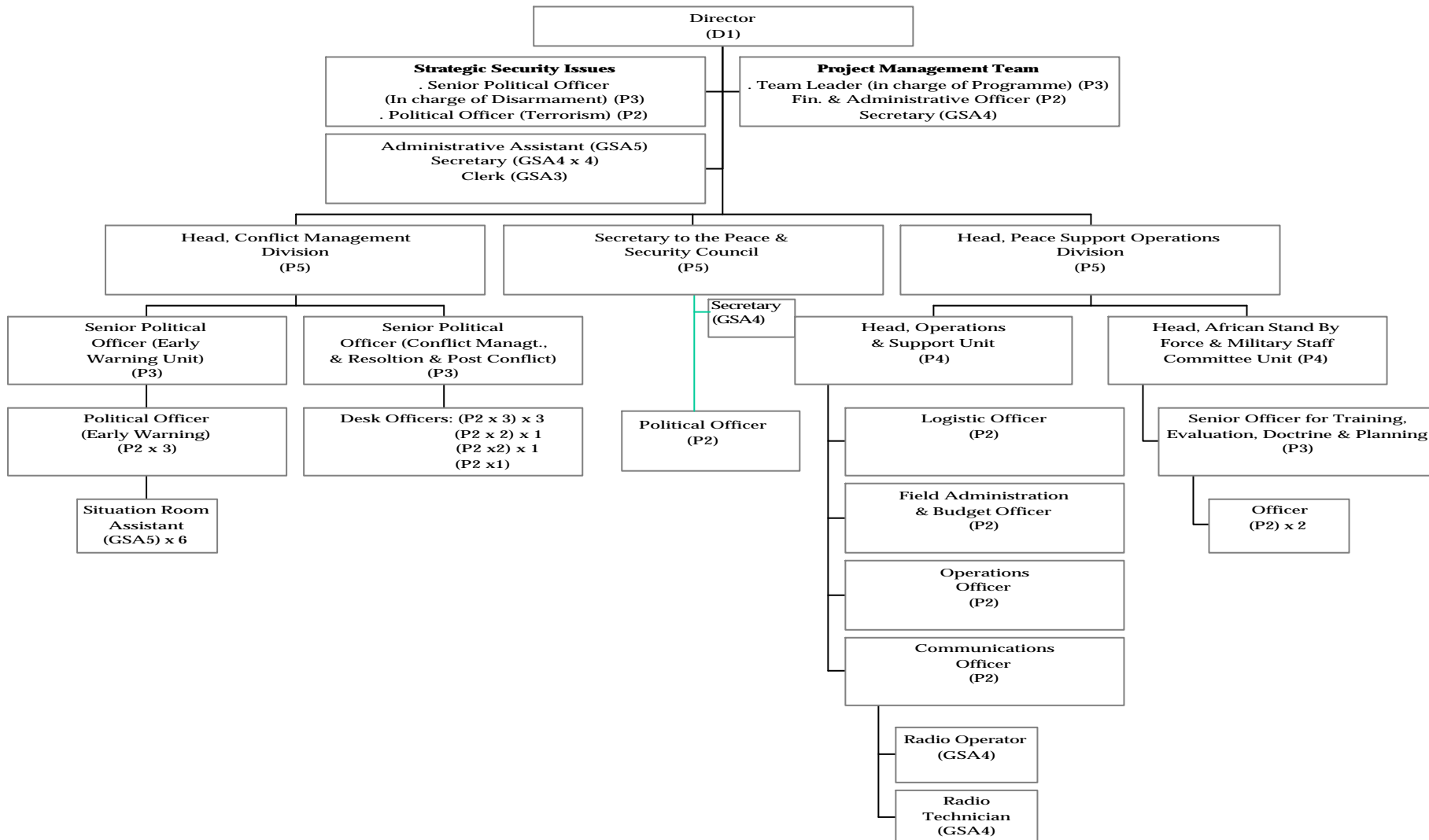
-	1 x Head of Division	-	P5
-	1 x Head of Operations & Support Unit	-	P4

-	1 x Head African stand by force & Military Staff Committee	-	P4
-	1 x Officer for training, evaluation, Doctrines & Planning	-	P3
-	2 x Officer	-	P2
-	1 x Logistic Officer	-	P2
-	1 x Field Administration & Budget Officer	-	P2
-	1 x Officer Operations	-	P2
-	1 x Communications Officer	-	P2
-	1 x Radio Operator	-	GSA4
-	1 x Radio Technician	-	GSA4

Total: 12 staff

Grand Total: 53 staff

ORGANIGRAMME FOR THE DEPARTMENT OF PEACE AND SECURITY



DEPARTMENT FOR POLITICAL AFFAIRS

36. The Executive Council recommends as follows:

Challenge

Africa is still in the phase of political development confronted with the challenge of promoting greater democracy, good governance, rule of Law and respect for Human, Rights as well as effectively addressing humanitarian crises.

Despite the progress achieved, there still remains a formidable challenge facing the African Union in the above areas. Although democratic principles have been adopted by most countries, political pluralism, transparency, accountability and freedom are lacking in many countries.

Mandate

The mandate of this Portfolio is to contribute to the emergence of a political environment, within and among African countries, as well as the international level, that is conducive to bringing about sustainable development and accelerating the economic integration of the continent. To that effect, the Commission should play a prominent role in promoting, facilitating, coordinating and encouraging democratic principles and the rule of law, respect of Human Rights, the participation of the Civil Society in the development process of the continent, and the achievement of durable solutions for addressing humanitarian crises.

Objectives

The objectives of the Portfolio are to:

- Advocate for and assist in ensuring that all African countries respect Human Rights;
- Work towards the emergence of democratic institutions and sustained popular participation throughout the continent;
- Encourage transparency and accountability in public affairs in political, economic, social and cultural areas, with a greater involvement of the Civil Society and the private sector;
- Devise ways and means of finding durable solutions for problems of refugees and addressing the causes and symptoms of humanitarian crises.
- Establish an election monitoring unit

- Ensure compliance by Member States to already agreed upon commitments in political areas;
- Facilitate Inter-African Cooperation in political affairs;
- Strengthen and consolidate existing institutions in the political field;
- Consolidate and encourage adoption of agreements and instruments and set up new democratic institutions;
- Develop common political positions and mobilize international support for the African political agenda.
- Establish an Election Monitoring Unit within the Commission

<u>Programme Elements</u>	ST	MT	<u>LT</u>
<p>(i) <u>Human Rights</u></p> <ul style="list-style-type: none"> - Strengthen the African Commission of Human and People's Rights - Set up the African Court of Human and People's Rights - Promote cooperation among countries and the RECs, and at international level, on Human Rights issues - Devise and activate, as appropriate, specific instruments for the protection of the rights of vulnerable groups 	<p>x</p> <p>x</p>	<p>x</p>	<p>x</p>
<p>(ii) <u>Democracy</u></p> <ul style="list-style-type: none"> - Strengthen capacity for supporting democratic processes in Member States - Strengthen and harmonise democratic institutions 		<p>x</p>	

<p>among countries (independent electoral committees, peer review mechanisms)</p> <ul style="list-style-type: none"> - Promote democratic culture - Establish the Election Monitoring Unit 		<p>X</p> <p>X</p>	<p>X</p>
<p>(iii) <u>Governance and Rule of Law</u></p> <ul style="list-style-type: none"> - Promote accountability, transparency, rule of law - Devise and promote anti-corruption rules and practices, and encourage exchanges of experiences among countries and RECs - Harmonise activities and encourage cooperation among Civil Society organizations in countries and RECs - Establish and operationalise the Pan-African Parliament - Operationalise the Court of Justice 	<p>X</p> <p>X</p>	<p>X</p> <p>X</p>	<p>X</p>
<p>(iv) <u>Humanitarian Affairs, Refugees and Displaced Persons</u></p> <ul style="list-style-type: none"> - Provide assistance, in collaboration with the Departments, to refugees and displaced persons and victims of humanitarian crises - Harmonise policies and action among countries and RECs including the repatriation, resettlement of displaced persons - Promote cooperation with relevant regional and international organizations - Promote International Humanitarian Law 			<p>X</p> <p>X</p> <p>X</p> <p>X</p>

Core functions

- i. To develop common positions in the political field for use in international negotiations;
- ii To monitor the implementation of common policies by Member States;
- iii To prepare reports for monitoring and tracking progress on democratisation, good governance and electoral process;
- iv To disseminate reports sharing best practices;
- v To develop an effective early warning system for predicting population displacement;
- vi To gauge the socio-political impact of international developments on Africa;
- vii To develop and monitor policy on popular participation in the activities of the Union;
- viii To monitor the implementation of International Humanitarian Law by Member States;
- ix To monitor the situation and flow of refugees and displaced persons in Africa.
- x To collaborate with CSSDCA and NEPAD to ensure harmonisation of activities

Skill Profiles

Policy Analysis, Political Analysis, Evaluation, Monitoring, Writing, Risk analysis, Analytical Skills, Knowledge of International Relations, Negotiation Techniques, Policy Formulation and Policy Implementation.

37. The Executive Council recommends a structure and staff complement of *thirteen* (13) with grades as follows:

- | | |
|-----------------------|--------|
| - 1 x Director | - D1 |
| - 2 x Secretary | - GSA5 |
| - 1 x Clerk | - GSA3 |
| Total: 4 staff | |

Democracy, Governance, Human Rights & Elections Division

- | | | | |
|-----------------------|------------------------------|---|----|
| - | 1 x Head of Division | - | P5 |
| - | 1 x Senior Political Officer | - | P3 |
| - | 3 x Political Officer | - | P2 |
| Total: 5 staff | | | |

Humanitarian Affairs, Refugees & Displaced Persons Division

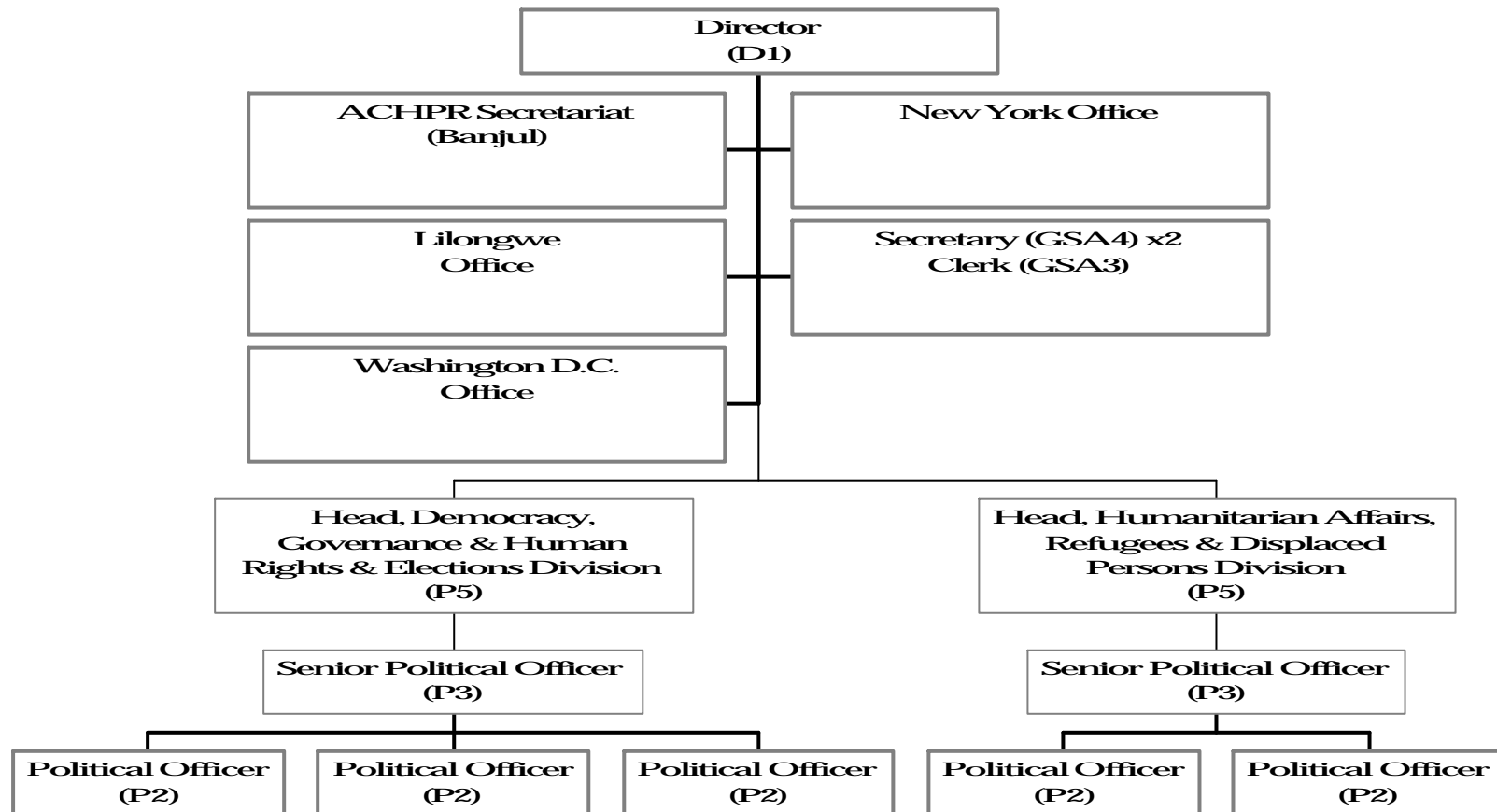
- | | | | |
|---|------------------------------|---|----|
| - | 1 x Head of Division | - | P5 |
| - | 1 x Senior Political Officer | - | P3 |
| - | 2 x Political Officer | - | P2 |

Total: 4 staff

Grand Total 13

38. The Executive Council recommends that the following Regional and Specialised Offices be placed under this Department:

- Permanent Observer Mission of the AU to the UN in New York
- Southern Africa Regional Office in Lilongwe
- Washington DC Office
- African Commission for Human & People's Right (ACHPR) Secretariat, (Banjul)

ORGANIGRAMME FOR THE DEPARTMENT OF POLITICAL AFFAIRS

DEPARTMENT FOR INFRASTRUCTURE AND ENERGY

39. The Executive Council recommends as follows:

Challenge

Infrastructure and energy are among the critical issues for the development of Africa. The Continent suffers from a low-level of development in these sectors, particularly having poor linkages among existing infrastructures and weak capacities to harness the energy resources despite being endowed with diverse resources and immense potential for energy.

The challenge facing this Portfolio is to initiate and promote strategies and mechanisms that will contribute towards advancing integrated infrastructural development as well as enable Africa to harness and utilize energy resources in an effective and environmentally sustainable manner.

Mandate

The mandate of this Portfolio is to enhance Regional and Continental efforts for accelerated integrated infrastructural development and the effective and sustainable deployment of energy resources. The Directorate in this Portfolio will work closely with the African Energy Commission, with the RECs, as well as with Member States in pursuing this mandate.

Objectives include to:

1. Harmonise infrastructure and energy development policies;
2. Develop common policies for interconnected infrastructure, adequate energy supply as well as bridging gaps in communication and power services;
3. Develop and enhance technical skills and management capacities;
 - ◆ Develop mechanisms for tariff harmonisation and reduction;
 - ◆ Develop cooperation on safety and security measures as well as environmental protection;

Program thrust

- i. Enhance the development of the African ICT Networks between and among sub-regions and at the international level;

- ii Facilitate inter-connection of transport network and power grids between countries in the continent;
- iii Promote regional, continental and international exhibitions and fairs;
- iv Promote policy and strategy to harmonise the development of infrastructures and services in the continent;
- v Promote the development and utilisation of huge resources of renewable energy through collective coherent policies.
- vi Establish where they do not exist and strengthen continental bodies to enhance cooperation and integration in infrastructure and energy;
- vii Promote sustainable development of tourism in the continent.

Program elements	ST	MT	LT
i. Liberalisation of infrastructure and energy markets <ul style="list-style-type: none"> ◆ Promote the realization of policies for liberalisation and deregulation of the provision of services in the sector as articulated in the NEPAD programme; ◆ Collaborate with AFREC, RECs, and Specialised Agencies in the promotion of cost-effective, safe and secure as well as marketing in the continent; ◆ Facilitate the introduction of efficient and affordable telecommunication, transport, tourism and energy services; ◆ Promote collective agreement and implementation of Yamoussoukro Decisions for liberalisation of access of air transport market in Africa; 	 x x x x		
ii. Infrastructure and Energy Network <ul style="list-style-type: none"> ◆ Coordinate and collaborate with the NEPAD Secretariat in the implementation of the NEPAD programme for the development of the continental infrastructure ◆ Facilitate and harmonise the efforts of RECS, Specialised Agencies and AFREC to initiate and implement inter-connection projects; ◆ Facilitate agreements and common services between African airlines; ◆ Promote inter-connection of national hydro-electric grids to enable power sharing among African countries; 		 x x x x	

iii. Tariffs <ul style="list-style-type: none"> ◆ Promote measures to reduce costs and tariffs ◆ Promote collective initiatives for maintenance of infrastructure and energy networks with a view to minimizing operating costs; ◆ Facilitate collective negotiation among African air lines to reduce tariffs and make available adequate cargo space for export of agricultural and other produce; 	X	X	
iv. Capacity building and efficient utilization <ul style="list-style-type: none"> ◆ In collaboration with the RECS, facilitate training of technicians and professionals; ◆ Establish data base of trained manpower at country and sub-regional level in order to enhance manpower utilisation as well as technical support and the exchange of best practices among countries; ◆ Promote public / private sector partnership for the provision of transport, communication, tourism and energy services; 		X X X	
v. Manufacturing capacity <ul style="list-style-type: none"> ◆ Facilitate feasibility studies; ◆ Initiate regional projects to manufacture the required equipment; 		X X	
vi. Safety and Security Measures <ul style="list-style-type: none"> ◆ Promote initiatives and programmes for enhancing safety and security in Transport, Communication, Tourism and Energy in cooperation with RECs, AFREC, Specialised Agencies and other relevant organisations. ◆ Enhance cooperation with regional and international organizations such as (AFCAC, ICAO) in the implementation of CNS / ATM systems and safety over-sight measures with IMO on maritime transport. 	X	X	
vii. Environmental protection in Infrastructure and Transport areas <ul style="list-style-type: none"> ◆ Organise seminars, workshops and formal training to put measures for environmental protection. 	X		

◆ Develop common programmes with relevant units of the AU to promote environmental monitoring and auditing.			x
◆ In collaboration with RECS, AFREC and Specialised Agencies introduce mechanisms for controlling noise, pollution and waste discharge resulting from infrastructure and energy operations.	x		

Core Functions

- i. To coordinate and harmonise policies on road, rail, air and maritime transport;
- ii To monitor and track implementation through the RECS ;
- iii To harmonise communication policies on telecommunication, ICIS, post and Meteorology ;
- iv To promote common policies for the development of private sector, initiative in the tourism industry;
- v To coordinate and harmonise policies and programmes on energy development;
- vi To ensure availability of policies, strategies and programmes covering all aspects of intra-African and International cooperation in the sectors of transport, communication, tourism and energy ;
- vii To ensure availability of research findings on the improvement of infrastructure and services ;
- viii To ensure logistical support for workshops, seminars and meetings of Member States on sector matters ;
- ix To ensure availability of reports on developments in the infrastructure and energy sectors.
- x To collaborate with AFREC and other Specialised Agencies.
- xi To collaborate with NEPAD and CSSDCA in order to ensure harmonisation of activities.

Skill Profiles

Civil Engineering, Telecommunication Engineering, Aeronautics and Air Transport Management, Energy Expertise, Mechanical Engineering, as well as core competences and skills.

40. The Executive Council recommends a structure and staff complement of fourteen (14) with grades as follows:

-	1 x	Director	-	D1
-	2 x	Secretary	-	GSA4
-	1 x	Clerk	-	GSA3
Total: 4 staff				

Energy Division

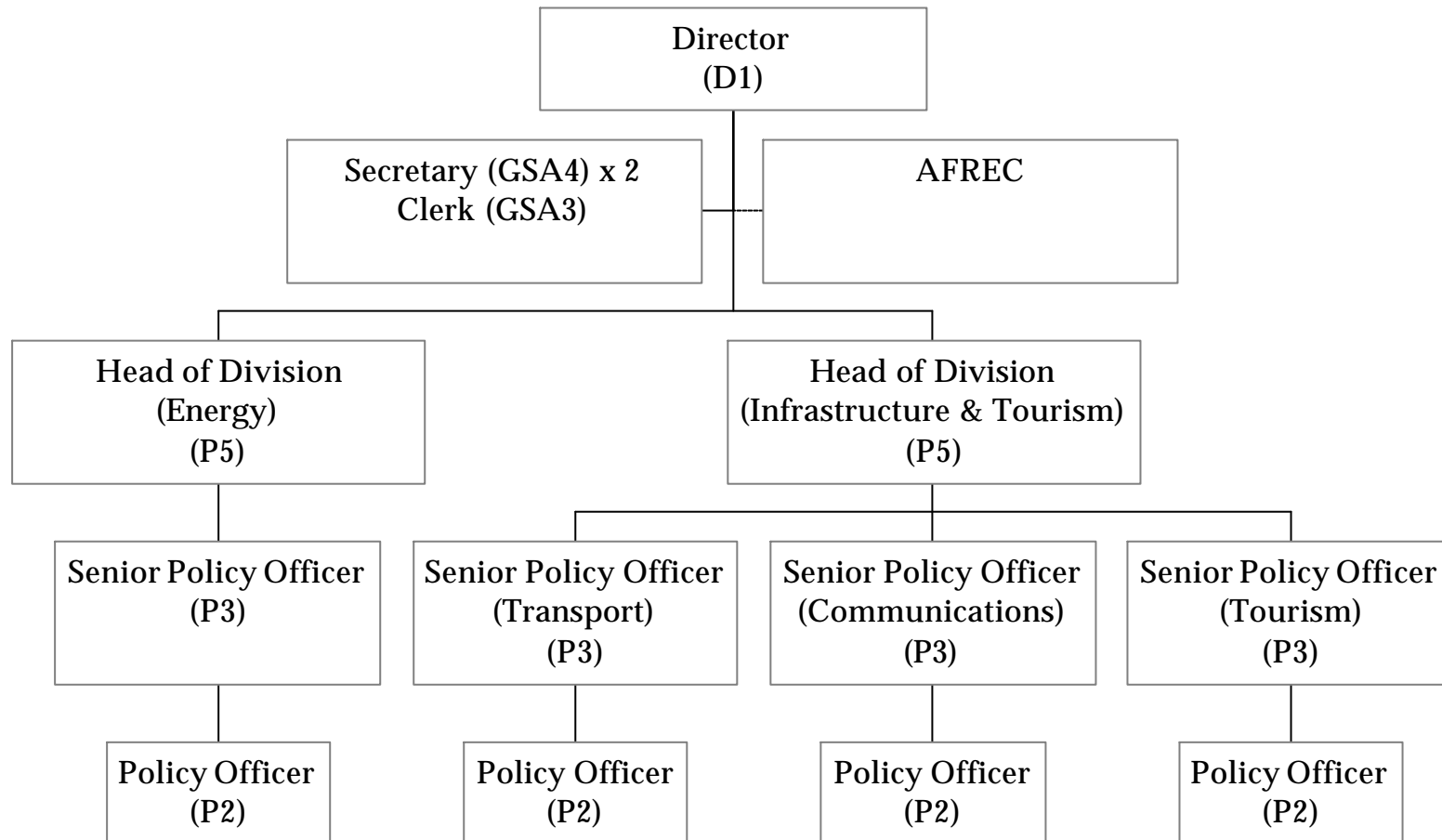
-	1x	Head of Division	-	P5
-	1x	Senior Policy Officer	-	P3
-	1x	Policy Officer	-	P2
Total: 3 staff				

Infrastructure and Tourism Division

-	1 x	Head of Division	-	P5
-	3 x	Senior Policy Officer	-	P3
-	3 x	Policy Officer	-	P2
Total: 7 staff				

Grand Total: 14 staff

**ORGANIGRAMME FOR THE DEPARTMENT OF INFRASTRUCTURE
AND ENERGY**



DEPARTMENT OF SOCIAL AFFAIRS

41. The Executive Council recommends as follows:

Challenge

Despite the progress achieved in coordinating and harmonising the views of Member States by the Secretariat (Commission) and by the Member States themselves in dealing with Labour, Employment and Social Affairs issues, there still remains a formidable challenge facing the African Union in the following areas:

- The full and effective functioning of the Labour and Social Affairs Commission;
- The promotion of social justice in the area of health, children, youth, population, immigration, sports and drug control in order to ensure social and economic development as well as enhance the social welfare of the African population.
- The promotion of sustainable development through poverty eradication strategies.

Mandate

To serve as a focal point for planning, developing and harmonising continental and regional policies, programme and projects concerning Labour and Social Development and Culture with the view to building up capacities and promoting African integration and solidarity.

Objectives

The objectives of the Portfolio include among others the following:

- i. To promote common policies among Member States as well as within and among RECs on Social Affairs and Development;
- ii. To co-ordinate and promote activities that enhance the social well being of Africans without detriment to their positive cultural values and indigenous knowledge;
- iii. To harmonise social policies, strategies and programmes for the improvement of the welfare of African people with a particular emphasis on vulnerable groups;

- iv. To promote the development of an African common position on social affairs matters at international fora;
- v. To undertake advocacy on social issues of importance to Africa;
- vi. To design law enforcement mechanisms for cross-border operations on drug-control and related crime among Member States.
- vii. To promote, encourage, coordinate and facilitate cross-border operations on drug control and related crime among Member States.

Programme Thrust

The programme thrust will be to:

- i. Promote common policies on population and migration;
- ii. Promote sound health and education policies;
- iii. Develop common strategies to combat major diseases such as HIV/AIDS, tuberculosis, malaria, childhood diseases and diseases associated with poor nutrition and hygiene;
- iv. Co-ordinate, promote and develop policies related to children, Culture and Sports, disability, family and ageing;
- v. Promote and harmonise regional culture, labour and employment policies, labour conventions in Africa, social security legislation, and the plan of action on employment and labour in Africa;
- vi. Promote drug control and control of related crime;
- vii. Co-ordinate common strategies on culture and sports, Vulnerable groups, labour and employment, social welfare, drug control and control of related crime.

Programme Elements	ST	MT	LT
(i) Health, Nutrition, Population and HIV/AIDS, Malaria, Tuberculosis and other Infectious Diseases <ul style="list-style-type: none"> - Promote, harmonise and monitor population and migration programmes in Member States in cooperation with RECs - Build institutional capacity in population and migration studies and analysis - Promote family policies in Africa - Provide support to the African Population Commission 	X X X	 X 	
(ii) Health and Nutrition <ul style="list-style-type: none"> - Promote and harmonise policies in health, nutrition and environmental hygiene; - Harmonise regional strategies to combat major health scourges such as HIV/AIDS, tuberculosis, malaria as well as Childhood diseases; - Promote the exchange of experiences in health and nutrition. - Promote and coordinate the implementation of the Abuja Declaration and Action Plan on HIV/AIDS and other related infectious diseases. 	 x	 X X X	
(iii) Labour, Employment and Migrations <ul style="list-style-type: none"> - Develop and harmonise social security systems legislation in Member States, in cooperation with RECs; - Provide support to the Labour and Social Affairs Commission; - Co-ordinate policies and programmes related to Migrations - Follow-up and evaluate the implementation of the international labour conventions and programmes; - Co-ordinate and provide support to the programmes of the Specialised Agencies in Labour and Employment e.g. OATUU, ICFTU, PEC etc. - Promote the exchange of experiences and best practices on 	 X 	 X 	 X X X

labour and employment issues	x		
- Develop and co-ordinate strategies on poverty eradication		x	
(iv) Social Welfare			
- Develop, promote and co-ordinate policies on vulnerable groups;			x
- Follow-up, monitor and coordinate the implementation of African common position on the future of Children			x
- Follow-up, monitor and coordinate the implementation of the Plan of Action for the African Decade of Persons with disabilities;			x
- Follow-up and develop joint strategies for the implementation of the of the recommendations for the international year of the family			x
- Elaborate a Plan of Action on the family in Africa, including reproductive health			x
- Review and monitor the implementation of the policy Framework and Plan of Action on Ageing;	x		
- In collaboration with the African Committee on the Rights and Welfare of the Child, promote, coordinate and review programme implementation on the African Charter on the Rights and Welfare of the child.	x		
(v) Drug Control and Related Crime			
- Harmonise joint drug control and related crime prevention policies and strategies;			x
- Co-ordinate the implementation of the AU Plan of Action on Drug Control, the International Drug Convention and Legal Instruments dealing with Drug abuse and control.			x
- Promote policy harmonisation of drug control strategies among Member States		x	
- Promote research and information exchange in this area.		x	

- Encourage the networking with relevant international organisations and NGO.		x	
(vi) Culture and Sports			
- Elaborate and advocate for cultural policies in Africa at national, regional and continental levels			x
- Support cultural policy development in Africa	x		
- Promote effective interaction between culture and development through cultural industries and development programmes.			x
- Promote African languages	x		
- Promote the role played by Sports in education and growth as well as development;		x	
- Coordinate and support African Athletes			x

Core Functions

- i. To initiate and harmonise the social policies of Member States;
- ii. To monitor and track the implementation of programmes and projects emanating from common policies in health, labour and social issues in Africa;
- iii. To formulate and harmonise policies on matters of population, and development as well as assist Member States in developing and implementing appropriate population policies and strategies;
- iv. To develop and harmonise policies on health, nutrition and environmental hygiene ;
- v. To identify emerging social issues that may have an impact on the overall development of Africa:
- vi. To establish modalities that will assist Member States address challenges posed by migration;
- vii. To prepare common strategies and compile best practices for combating major health challenges;

- viii To develop and harmonise common labour policies in order to enhance productivity in Africa;
- ix To develop strategies for establishing an African Labour Market and Labour Exchange;
- x To initiate action for formulating common drug control and related crime prevention policies and strategies as well as implement the AU Plan of Action on drug control;
- xi To promote the African and International Drug Conventions and related legal instruments on drug control and crime prevention;
- xii To integrate drug control measures and other social programmes into the NEPAD strategy
- xiii To promote alternative programme development to stem the cultivation of Cannabis.
- xiv To develop, harmonise and monitor activities relating to HIV/AIDS, tuberculosis and other related infectious diseases.

Skill Profiles

Training and experience in communicable diseases, Demographic skills, Policy Analysis, Drafting skills, Nutrition, Social Work skills, Crime Prevention, Strategic Planning, as well as core competences and skills.

42. The Executive Council recommends a structure and staff complement of seventeen (17) with grades as follows:

- | | |
|--|--------|
| - 1 x Director | - D1 |
| - 1 x Secretary to the African Committee of Experts on the Rights and the Welfare of the child | - P2 |
| - 2 x Secretary | - GSA4 |
| - 1 x Clerk | - GSA3 |
| Total: 5 staff | |

Health, Nutrition, Population, HIV/AIDS Tuberculosis and other Infectious Diseases Division

-	1 x Head of Division	-	P5
-	1 x Senior Policy Officer for HIV/AIDS Tuberculosis and other Infectious diseases	-	P3
-	1 x Senior Policy Officer for Population	-	P3
	Total: 3 staff		

Labour, Employment & Migrations, Division

-	1 x Head of Division	-	P5
-	1 x Senior Policy officer Employment and Migration	-	P3
	Total 2 staff		

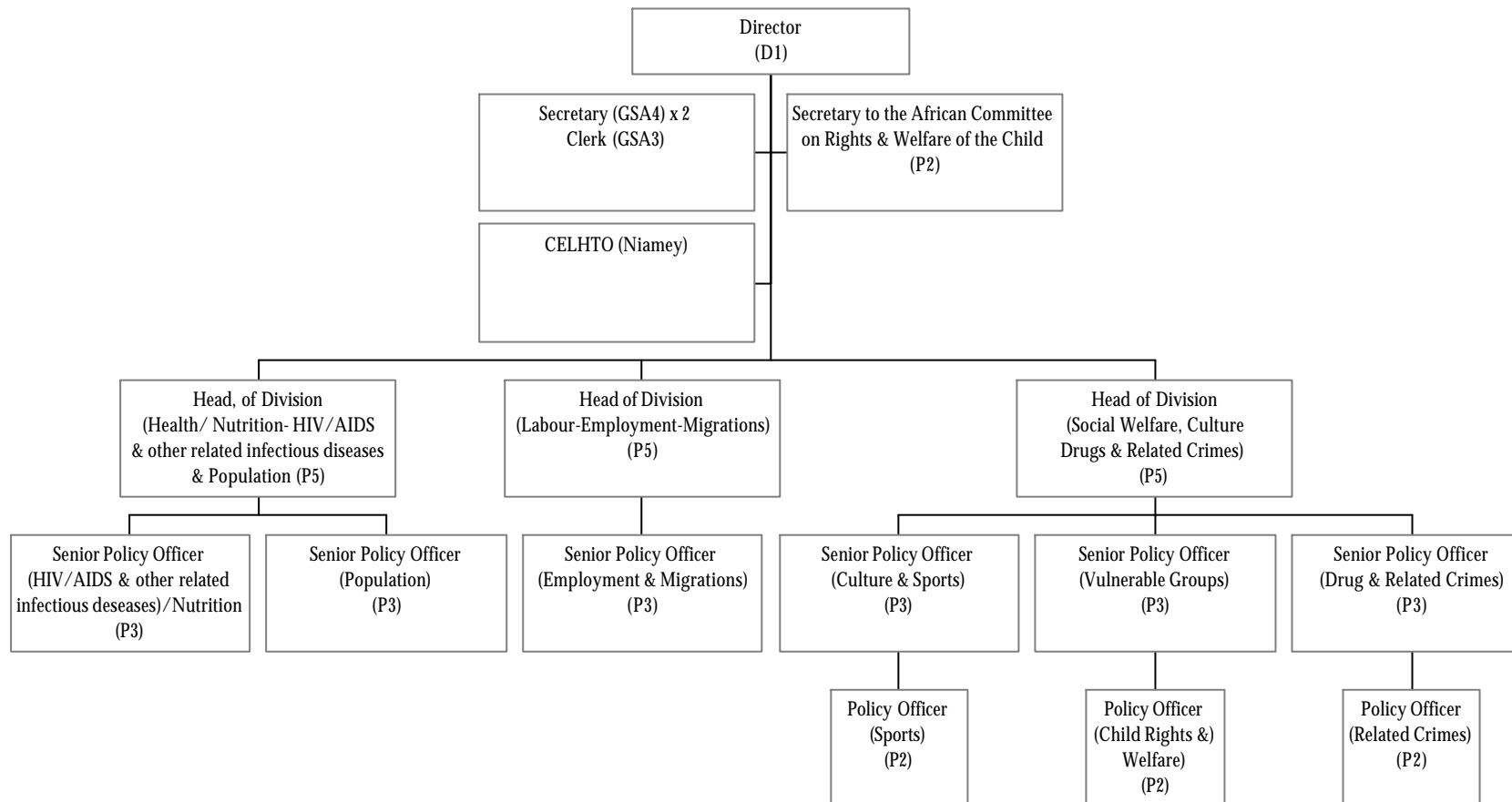
Social Welfare Division

-	1 x Head of Division	-	P5
-	1 x Senior Policy Officer (Culture)	-	P3
-	1 x Policy Officer (Sports)	-	P2
-	1 x Senior Policy Officer (Vulnerable Groups)	-	P3
-	1 x Policy Officer (Children's Rights)	-	P2
-	1 x Senior Policy Officer (Drug Control and Control of Related Crimes)	-	P3
-	1 x Policy Officer (Drug Control and control of Related Crimes)	-	P2

Total 7

Grand Total 17

ORGANIGRAMME OF THE DEPARTMENT FOR SOCIAL AFFAIRS



DEPARTMENT OF HUMAN RESOURCES, SCIENCE AND TECHNOLOGY

43. The Executive Council recommends as follows:

Challenge

The Constitutive Act of the African Union and the Treaty establishing the African Economic Community recognize the importance of Human Resources Development and Science and Technology for regional integration, as well as social and economic development. For Africa to attain an acceptable level of development, special emphasis must be put on the development of Human Resources, Science and Technology including New Information and Communication Technology.

The challenge for the African Union today is, therefore, how to:

- i) Move the Continent from the low level of application of Science and Technology to an acceptable level;
- ii) To build the necessary capacity for harnessing, managing and utilizing science and technology, including ICT, which is an essential instrument for social and economic development in an African, and modern cultural joint environment.
- iii) Integrate Youth into the development process on the continent.

Mandate

The mandate of this Portfolio is the promotion and coordination of Human Resources Development and Science and Technology policies, particularly the use of ICT's by Youth and all groups for the social and economic development of Africa. These policies will enhance the integration process through programmes and activities that are perceived by Member States as reflective of their priority developmental objectives and political stability.

Objective

The overall objective of this Portfolio is the establishment of priority and specific programmes that can be implemented in an effective manner in order to achieve regional integration and economic development. To achieve this objective it is essential to:

- i) Establish relevant institutional linkages and essential mechanisms for cooperation and co-ordination in the areas of education, training, Science and Technology;

- ii) Evolve appropriate systems for human resource development and skills acquisition;
- iii) Harmonise operational procedures and mechanisms for information management and exchange;
- iv) Promote the involvement of youth in the development process on the continent.

Programme Thrust

The programme thrust of the Portfolio will be the promotion, co-ordination and the strengthening of Science and Technology programmes for accelerated development of Africa. It will emphasise the development of human resources for the creation of a Science and Technology based infrastructure. Adequate attention will be given to the emerging new Sciences and Technologies as well as Intellectual Property Rights and indigenous knowledge promotion. The thrust will include establishing appropriate systems for human resource development and skills acquisition in the areas of education, vocational training, literacy and culture.

Programme Elements	ST	MT	LT
(i) Science and technology policies			
- Develop policy and undertake joint planning of strategies and priority programmes in Science and Technology;	x		
- Undertake periodic monitoring and evaluation of Science and Technology programmes to ascertain performance;			x
- Establish a Science and Technology development monitoring mechanism;		x	
- Monitor international programmes and activities for their relevance and impact on Africa;			x
- Develop a data base and information gathering and dissemination mechanisms, to support continuous programme planning;			x
- Provide secretarial service for the Scientific Council on Africa;	x		
- Promote the interest of Youth in Science and Technology;	x		

<ul style="list-style-type: none"> - Revive and service the, operation and activities of the Scientific Council for Africa (CSA); - Undertake an integrated review and analysis of Science and Technology policy currently in place in the RECs with a view to harmonising and putting in place systematic methods of implementation; - Work with the African Science and Technology networks as a means of integrating the organised private sector, Civil Society and other initiatives into a more effective AU Science and Technology Programme. 	x		
(ii) Indigenous and New Technologies <ul style="list-style-type: none"> - Promote the conservation and protection of medicinal plants. - Promote ethno-botanic surveys as means of taking stock of African medicinal plants. - Organise periodic conferences on traditional medicine and medicinal plants. - Promote research on Indigenous Knowledge Systems (IKS) in Africa and ensure its protection. - Promote research and development programmes on renewable energy resources particularly solar, wind, hydropower and bio-mass. 	x		
(iii) Education and Human Resources Development <ul style="list-style-type: none"> - Advocacy through RECs and Member States for the establishment of policies in line with the vision of Human Resources Development embodied in the various existing policy documents e.g. Decade of Education Plan of Action, Harare Declaration, EFA - Strengthen REC's education policies and strategies (meetings, studies, production of materials...) - Promote Secondary, Technical and Vocational Education as well as strengthen higher education and research - Link Human Resource Development into the framework of programmes such as NEPAD and CSSDCA 	x	x	x

<ul style="list-style-type: none"> - Monitor and evaluate progress made in terms of the improvement of access, relevance and quality of education at all levels - Coordinate and exchange between RECs and through RECs, between Member States - Capacity building of educational institutions (Ministries, Higher Learning Institutions, curriculum and programmes development institutions...) - Promote the development and training of human resources in Science and Technology. - Train and award scholarships in strategic professional areas for the development of the Science and Technology infrastructure in Africa. - Promote African languages 		<p style="text-align: center;">x</p> <p style="text-align: center;">x</p>	<p style="text-align: center;">x</p> <p style="text-align: center;">x</p> <p style="text-align: center;">x</p> <p style="text-align: center;">x</p>
<p>(iv) Intellectual property rights</p> <ul style="list-style-type: none"> - Promote the development, conservation and protection of Indigenous Knowledge Systems (IKS), technologies and practices. - Co-ordinate matters related to intellectual property rights and Indigenous Knowledge Systems (IKS). - Promote the development of African common positions on matters relating to intellectual property rights. - Promote model laws on the protection of local communities, farmers and breeders' rights, and the regulation of access to biological resources. - Promote the African model law on bio safety - Recognise Research Scientists and Inventors and provide achievement awards 	<p style="text-align: center;">x</p> <p style="text-align: center;">x</p> <p style="text-align: center;">x</p> <p style="text-align: center;">x</p> <p style="text-align: center;">x</p>		<p style="text-align: center;">x</p>

v) Inter regional cooperation <ul style="list-style-type: none"> - Collaborate with the RECs in the determination and implementation of priority programmes and activities in Science and Technology, particularly in agricultural research, natural resources and environment as well as in capacity building; - Co-ordinate, support and facilitate the implementation of Science and Technology and Human Resource Development programmes at the RECs. - Promote an African common position on Science and Technology. - Resources Development matters at international fora and during negotiations. 	x		
<hr/> (vi) Information and Communication Technologies <ul style="list-style-type: none"> - Facilitate the integration of Africa into the new information society, using its cultural diversity as a leverage - Promote technological exchange programmes capable of meeting the Continent's specific needs with particular regard to the fight against illiteracy; - Develop and produce a pool of ICT proficient youths and students from whom Africa can draw trainee engineers, programmers and software developers; - Establish a network of training and research institutions to build high level human resources. 	x	x	

Core Functions

- i. To coordinate policies relating to Human Resources Development, Science and Technology and Member States;
- ii. To promote research in Science and Technology ;
- iii. To promote the integration of ICT's into Research and Development;
- iv. To strengthen cooperation in the field of education and training ;
- v. To coordinate the advancement of the development of the Continent by promoting research in the field of Science and Technology ;
- vi. To ensure promotion and strengthening in the use of Information and Communication Technologies in the areas of socio-economic and socio-cultural development in Africa ;

- vii To provide logistical support for Science and Technology ;
- viii To participate in scientific research and make available reports emanating from this research;
- ix To promote the use of principles, gleaned from best practices;
 - i) To promote the integration of youth in the development process of the continent;
 - ii) To encourage the interest of youth in science and technology.
 - iii) To provide secretarial service for the Scientific Council for Africa

Skill Profiles

Analytical skills, Research methodologies, knowledge in Human Resources Development and Strategic Planning.

44. The Executive Council recommends that this Department together with the STRC Lagos Office provide secretarial service for the Scientific Council for Africa.

45. The Executive Council recommends a structure and staff complement of twelve (12) with grades as follows:

- | | |
|-----------------|--------|
| - 1 x Director | - D1 |
| - 2x Secretary | - GSA4 |
| - 1x Clerk | - GSA3 |
| Total: 4 | |

Human Resources & Youth Division

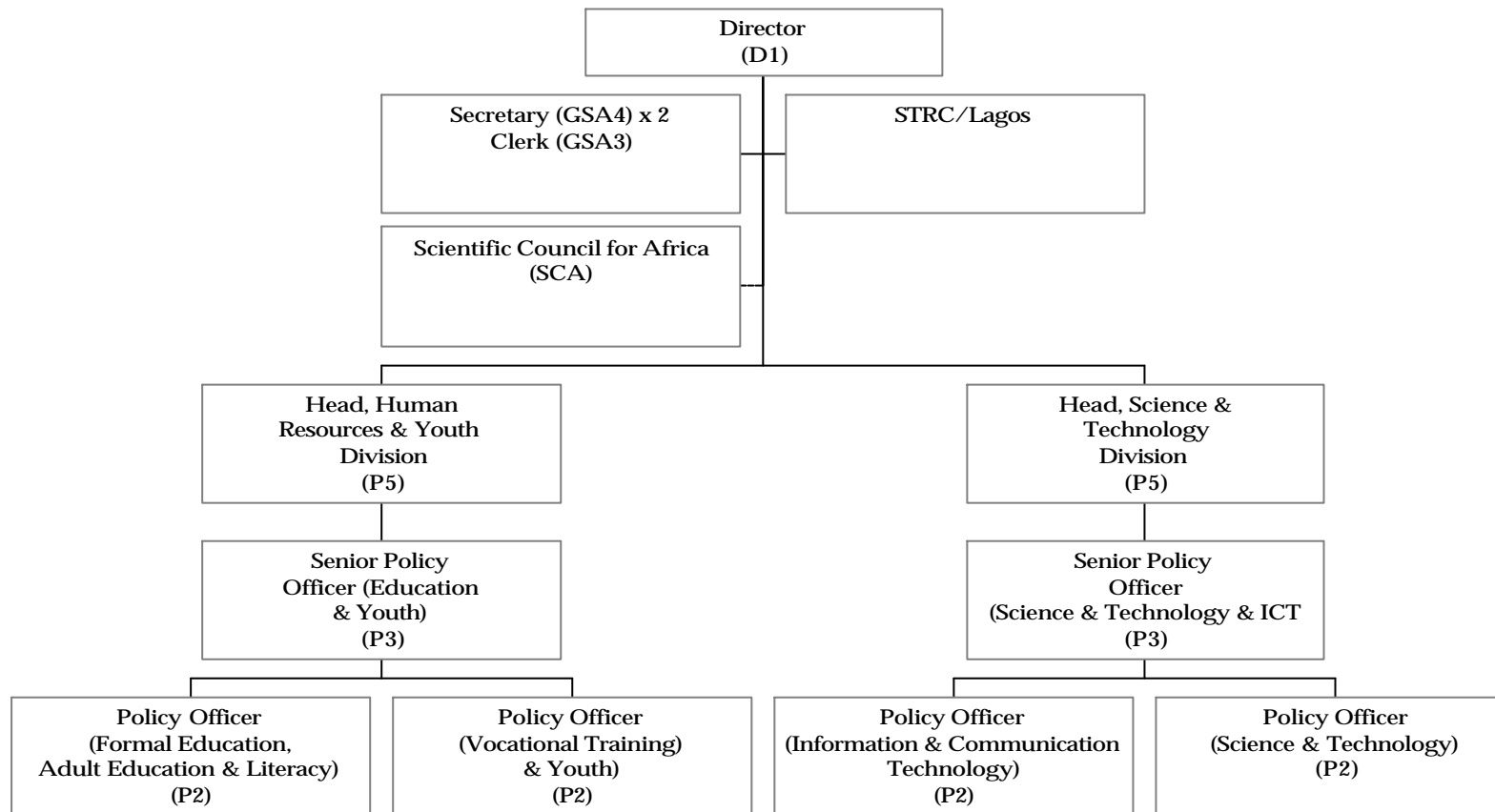
- | | |
|--|------|
| - 1 x Head of Division | - P5 |
| - 1 x Senior Policy Office (Education & Youth) | - P3 |
| - 2 x Policy Officer | - P2 |
| Total: 4 | |

Science & Technology Division

- | | |
|---|------|
| - 1 x Head of Division | - P5 |
| - 1 x Senior Policy Officer (Science & Tech. and ICT) | - P3 |
| - 2 x Policy Officer | - P2 |
| Total: 4 | |

Grand Total: 12 staff

**ORGANIGRAMME OF THE DEPARTMENT FOR HUMAN RESOURCES
DEVELOPMENT, SCIENCE & TECHNOLOGY**



DEPARTMENT OF TRADE AND INDUSTRY

46. The Executive Council recommends as follows:

Challenge

Despite its immense resource potential, Africa's share in world trade remains negligible. Simultaneously, trade among African countries is low and compares to 5% of the total trade conducted by the Continent. Structural factors such as poor infrastructure, a narrow export base, and low level of industrial development have handicapped Africa's trading potential. In addition to these factors, existing barriers to global market access that Africa encounters, as well as inadequate mechanisms for promoting intra-Continental trade have further weakened Africa's trading expansion. Similarly, in the area of industry, the Continent remains the least industrialised despite several initiatives taken during the past two decades to promote the sector. It has not succeeded to attract adequate investments for industrial development and the economic and institutional infrastructure for the sector's advancement is still at a low level. Furthermore, the economies of scale that can be derived within a framework of coordinated industrial development have not been sufficiently harnessed and the potential of the indigenous private sector has not been fully utilised.

The challenge for this Portfolio, therefore, is the:

- i) Development and promotion of means and strategies for overcoming the impediments to a higher level of intra-African trade;
- ii) Gaining access to global markets; and
- iii) Economic diversification of African economies through industrialisation.

Mandate

The mandate of this Portfolio is to contribute towards making Africa a significant and competitive trading partner in the global economy as well as an integrated trading bloc within the Continent. Furthermore, by initiating policy measures and strategies, the Portfolio will also contribute to the structural transformation of the Continent by diversifying and modernising production structures through self-sustained industrial development

Objectives

The objectives to be achieved include among others to:

- i. Establish and assist the functioning of free trade areas in the RECS;

- ii Contribute to the establishment of an African Common Market and promote inter and intra African trade;
- iii Expand Africa's market Share in international trade
- iv Initiate and promote measures that can promote the structural transformation of African economics through a self-sustained industrialisation process;
- v Promote common industrial policies;
- vi Harmonise industrial policies within and between RECs.

Programme thrust

Programme Thrust is to:

Facilitate the establishment of regional customs unions where they do not exist and strengthen existing ones, including the adoption of common external tariffs. In addition, the thrust of this programme will be to:

- i. Synchronisation, among the RECs, timeframes for achieving the stage of free trade areas;
- ii Strengthen existing trade promotion mechanisms, institutions and instruments;
- iii Promote the establishment of regional and ultimately, continental common markets;
- iv Promote the establishment of regional basic industries;
- v Facilitate the adoption of common industrial policies within the RECs;
- vi Encourage inter-regional cooperation in industry including joint ventures and transfer of technology;
- vii Facilitate market access for African goods;
- viii Encourage industrial diversification at regional and continental levels;
- ix Promote the development of small and medium industrial enterprises;
- x Promote the involvement of Civil Society in Trade and Industry.
- xi Promote the free movement of persons

Programme Elements	ST	MT	LT
(i) Regional free trade areas <ul style="list-style-type: none"> - Assess progress made in the RECs - Establish regional common markets for all products - Analyse research on strategy for accelerating intra-RECs trade and customs cooperation - Promotion of intra and inter African Trade 		X X X	X
(ii) Inter-RECs trade cooperation <ul style="list-style-type: none"> - Develop Trade Information System among the RECs - Harmonise and exchange experiences and best practices on trade agreements of the RECs - Establish an African Common Market of all products - Develop a strategy for integrating RECs into the African Union's Common Market - Establish African Union's Common Market 	X	X X X	X X
(iii) International cooperation <ul style="list-style-type: none"> - Support African countries and RECs during multilateral trade negotiations in the framework of WTO - Harmonise Regional Economic Partnership Agreement between the RECs and the European Community - Promote trade and related cooperation among Members States and economic groupings 	X	X X	
(iv) Industrial Policy <ul style="list-style-type: none"> - Assess industrialisation policies in the RECs - Support the adoption of Common industrial policy in individual RECs - Exchange experiences and best practices and information among the RECs on industrial potentialities - Initiate continental wide industrial policies 	X	X X	X
Industrial development <ul style="list-style-type: none"> - Comparative analysis of industrial development in the RECs - Support to business fora for industrialisation in the RECs - Support to the rationalisation and standardisation of industrial sub-sectors in the RECs 	X X	X	

- Encourage inter-regional cooperation in industrialisation, including joint ventures and transfer of technology			X
- Support development of industrial financing mechanisms.			X
- Harmonise activities of industrial research and development institutions			X
- Develop institutional capacities for industrial development	X		
- Promote product transformation for value added		X	
- Collaborate with all international and regional institutions to develop, monitor and follow-up on strategies and programmes that have an impact on Africa's industrial development		X	

Core Functions

- i. To coordinate the formulation and implementation of trade policies with the RECs and promote inter and intra African trade including reform and follow-up of all African trade;
- ii. To harmonise policies on industry, trade, tariffs and non-tariff barriers and immigration across the RECs;
- iii. To network with non-governmental entities such as the Chambers of Commerce at regional level; industrial associations, exporters, importers and NGOs in order to ensure fair trade;
- iv. To provide backstopping support for AU Member States in global trade negotiations;
- v. To monitor global trends in trade and analyse their impact on Africa;
- vi. To organise, develop and maintain a trade policy data-base and documents on common positions taken by RECs with the aim of harmonising these positions at the continental level;
- vii. To develop and harmonise policies and instruments for the free movement of persons within the Union, and work towards a Common African Union citizenship and residency status among member states;
- viii. To encourage and support the participation of civil society organizations in trade and industrial activities;
- ix. To promote inter and intra African trade.

Skill Profiles

Trade Economics, Policy Analysis; International Trade skills, Industrial Economics, Marketing as well as the core competencies and skills.

47. The Executive Council recommends a structure and staff complement of fourteen (14) with grades as follows:

-	1 x	Director	-	D1
-	2 x	Secretary	-	GSA4
-	1 x	Clerk	-	GSA3
Total: 4 Staff				

Trade, Customs & Immigration Division

-	1 x	Head of Division	-	P5
-	2x	Senior Policy Officer	-	P3
-	1 x	Policy Officer Customs	-	P2
-	1 x	Policy Officer Trade& Commodities	-	P2
-	1 x	Policy Officer Immigration	-	P2
-	1 x	Statistician	-	P2
Total: 7 Staff				

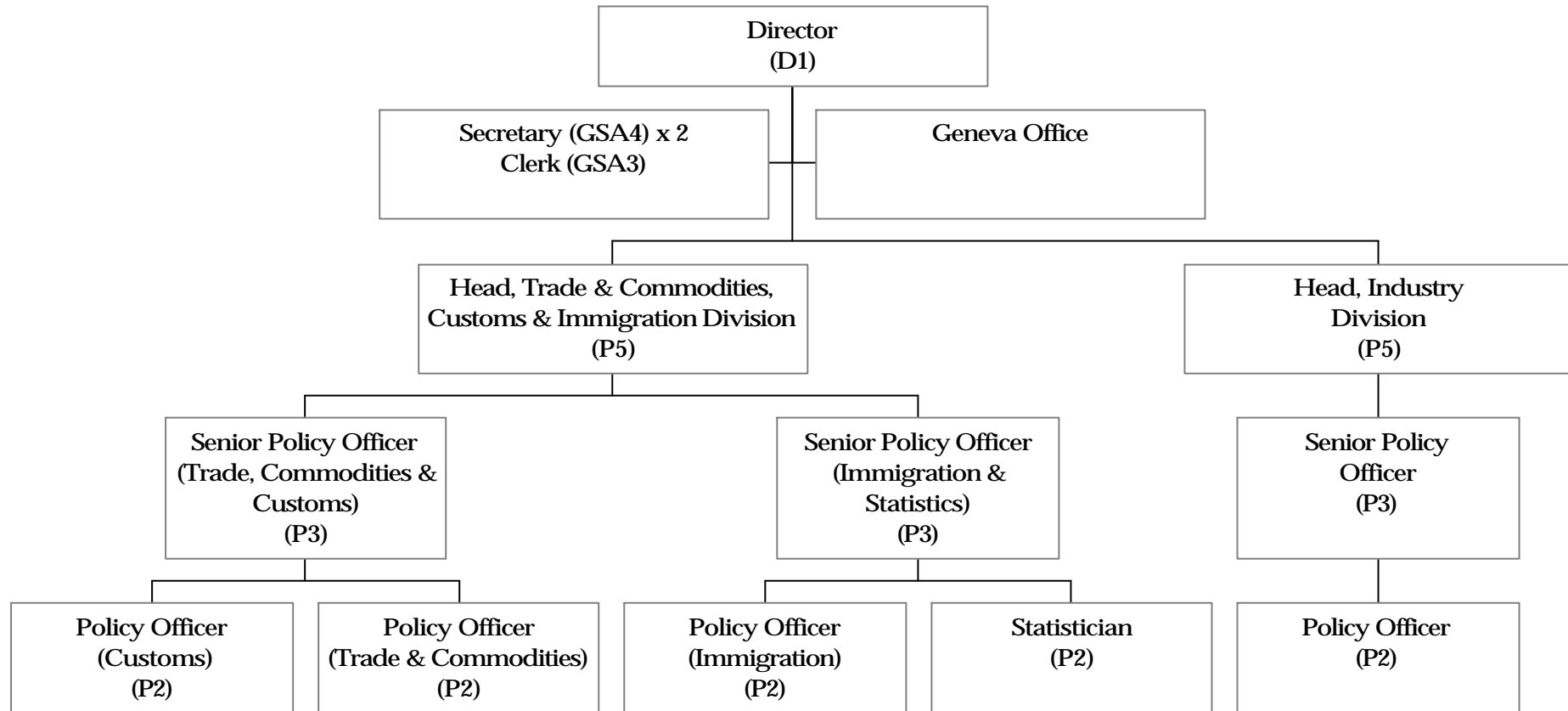
Industry Division

-	1x	Head of Division	-	P5
-	1x	Senior Policy Officer	-	P3
-	1x	Policy Officer	-	P2
Total: 3 Staff				

Grand Total: 14 Staff

48. The Executive Council recommends that the Geneva Office be placed under this Directorate for reporting purposes.

**ORGANIGRAMME OF THE DEPARTMENT FOR TRADE AND
INDUSTRY**



DEPARTMENT OF RURAL ECONOMY AND AGRICULTURE

49. The Executive Council recommends as follows:

Challenge

The transformation of the rural economy, particularly the development of agriculture, which occupies a larger portion of the African population, is a major continental challenge. Whereas the rural economy is a key sector for the livelihood of the majority of the African people and a vital source of export revenue, it still suffers from poor productivity, low level of diversification, environmental degradation and is subjected to unpredictable climatic changes. The challenge facing this Portfolio is the initiation and promotion as well as the facilitation of the development and implementation of policies and strategies that can lead to the transformation of the rural economy by increasing agricultural productivity, ensuring food security as well as enhancing the performance of the sector's institutions. In this respect, the sustenance of a healthy and productive environment is a prerequisite not only for rural development, but also for the overall socio-economic development of the Continent.

Mandate

The mandate of this Portfolio is to initiate and promote policies and strategies that can contribute to the development of the rural economy, particularly through the improvement of agricultural productivity and growth of the sector as a whole. The Portfolio is also charged with the responsibility of promoting measures that will contribute towards enhancing environmental sustainability.

Objectives

- ◆ Improve agricultural systems and yield in order to attain food security and enhance nutritional quality;
- ◆ Promote, facilitate and follow-up implementation of cooperative programmes and projects on poverty alleviation. For example, NEPAD and CSSDCA projects;
- ◆ Promote, follow-up and coordinate initiatives and strategies in trans-boundary water resource management;
- ◆ Promote and follow-up regional initiatives and strategies for improving the living space and quality of life for rural people;

- ◆ Promote the diversification of the rural economy so as to increase employment and incomes;
- ◆ Contribute towards the expansion of export markets for agricultural products;
- ◆ Promote measures to enhance the development of sustainable agriculture with concurrent improvement of the environment, paying particular attention to improved management of water and its sources;
- ◆ Improve standard of living of farm families;
- ◆ Contribute towards enhancing human and institutional capacities for rural development;
- ◆ Coordinate strategies in cross-border water management projects;
- ◆ Facilitate studies on climate change.

Program thrust

The thrust of the Rural Economy and Agriculture Portfolio is to:

- i. Initiate, promote and facilitate the implementation of policy measures, institutional structures and technical services for rural development;
- ii Advocate policies and strategies that can lead to improved agricultural productivity, promote agro-industries and expand markets for agricultural products;
- iii Promote agricultural research and technology transfer as well as facilitate institutional linkages among institutions that provide agricultural extension and which facilitate the advancement of agricultural sciences and the application of technologies in Africa
- iv Facilitate the organization of fora that address issues in agriculture and rural development;
- v Facilitate the management of natural resources and the environment, taking into account the implementation of various Conventions etc;
- vi Support measures for minimising food losses;
- vii Encourage setting up institutions for monitoring and evaluation of food supply at regional and continental level;

Programme Elements	ST	MT	LT
i. Crop production, protection, utilisation and marketing			
- Facilitate the improvement of agricultural productivity			X
- Support African common positions and strengthen cooperation on food security and bio- technology within the framework of poverty alleviation programmes		X	
- Promote policy and measures to reduce post harvest losses;		X	
- Facilitate institutional support and agreements at national, sub-regional levels for monitoring safe use of pesticides, fertiliser and other chemicals			X
- Protect rivers, and lakes from pollution as well as minimise accumulation of toxic residues in the soil;		X	
- Promote soil-water conservation methods		X	
- Facilitate the supply of improved seeds and planting material of high yielding staple food crops		X	
- Promote policies and agreements to facilitate the exchange of more productive technologies and best practices in accelerated agricultural production;		X	
- Promote the participation of the youth as well as the farm and urban households in reforestation and soil-water conservation initiatives;		X	
- Build African capacities for forecasting and establishing early warning systems on food shortages , recurrence of droughts etc;			X
ii. Livestock, Range and Management Fisheries			
- Promote the cultivation of legumes and forages to improve livestock production, integrate the production of on-farm enterprises and diversify income as well as improve soil fertility;	X		

<ul style="list-style-type: none"> - Advocate at the regional and continental levels for improved management and safeguarding the use of degraded range-lands; - Foster at both regional and continental levels collective agreements in the control and eradication of major livestock diseases; - Promote measures and co-operative agreements to ensure sustainable production of fish-stock in African lakes, rivers and oceans shores; - Promote policies and strategies to improve production in livestock and fisheries as well popularise these policies and strategies - Promote cooperative agreements for the protection of marine life from illegal exploitation - Facilitate at regional and continental levels agreements on agro-pastoral improvements and movement of people and livestock across the continent including development of water points and pastures. 		<p style="text-align: center;">x</p>	<p style="text-align: center;">x</p>
<p>iii. National Resources and Environment</p> <ul style="list-style-type: none"> - Facilitate assessment and auditing of the various agro-ecosystems, monitor soil erosion, take corrective measures for the reduction of soil erosion and land degradation; - Promote policies and strategies for the improvement of water management in Agriculture and cross-boundary water resource management - Support, when possible, the development of legislation for the protection of cross border water resources - Follow-up the management of natural resources projects at regional level to enhance sharing of best practices; - Promote regional and continental agreements for the protection of bio-diversity, forest and wood lands; - Support African common positions in the internal consideration of the UN, WTO, FAO conventions and the protection of bio-diversity; 	<p style="text-align: center;">x</p>	<p style="text-align: center;">x</p>	<p style="text-align: center;">x</p>

- Build awareness among Member States for the implementation of agreed upon conventions on the environment;	x		
iv. Rural Development			
- Undertake analysis to document best practices in agri-business and cottage industrial development in rural areas;		x	
- Promote initiatives to improve the standard of living for women living in rural areas by a) improving the quality of life through the reduction of the day to day workload, increasing their productive capacities and reducing the time spend in overall work.;		x	
- Promote integrated agriculture in irrigated areas;		x	
- Facilitate the development of commercially owned farm co-operatives initially at regional levels;		x	
- Organise workshops at regional and continental levels on emerging and contemporary issues.		x	
- Promote processing and marketing (local and export) of value-added food products.		x	
- Follow-up food production trends at regional and continental levels for facilitating food and other commodity procurement from surplus to deficient areas.		x	
- Promote the development of rural infrastructure such as Health and Education centres, water, shelter recreational facilities etc.		x	
- Promote the development of rural financial institutions and facilitate access to financing schemes;	x		

Core functions

- i. To promote and coordinate strategies as well as initiatives for the development of the African rural economy among the RECs and specialised institutions and centres working in this field;
- ii. To initiate, propose and coordinate policies and programmes for the development of production capacities (agriculture, livestock, and fisheries) with the aim of ensuring food security in the African continent;

- iii To promote and facilitate development initiatives of rural communities, as well as coordinate efforts towards the transfer of technologies;
- iv To organize and provide technical assistance to specialized institutions in the fight against desertification, drought and management of natural resources and environment ;
- v To coordinate RECs in their efforts towards the harmonization of initiatives to eradicate poverty and alleviate conditions faced by rural communities, such as those pertaining to infrastructure and energy, rural women, processing of agricultural products by small-scale producers;
- vi To ensure effective and constructive participation of the Commission in regional and continental efforts towards sustainable development of the rural economy, as well as uplifting the standards of living and production capacities of rural communities;
- vii To follow up agricultural policies and strategies at RECs' level and to promote their harmonisation;
- viii To organize and ensure the participation of the Commission in agricultural research and the propagation of extension services in African countries;
- ix To initiate studies on climate change as well promote collaboration among Member States in these activities;
- x. To initiate and coordinate cross-border water management projects.

Skill Profiles

Agricultural Economics, Agro-forests, Livestock, Fishery, Social Sciences, Environment, Community Development, as well as the Core Skills and Competencies;

50. The Executive Council recommends a structure and staff complement of seventeen (17) with grades as follows:

-	1 x	Director	-	D1
-	2 x	Secretary	-	GSA4
-	1 x	Clerk	-	GSA3
-	1 x	Senior Policy Officer (PATTEC)	-	P4
-	1 x	Policy Officer (PATTEC)	-	P2
Total: 6 staff				

**Rural Economy, Natural Resources
& Environment Division**

-	1 x	Head of Division	-	P5
-	1 x	Senior Policy Officer	-	P3
-	4 x	Policy officer	-	P2
Total: 6 staff				

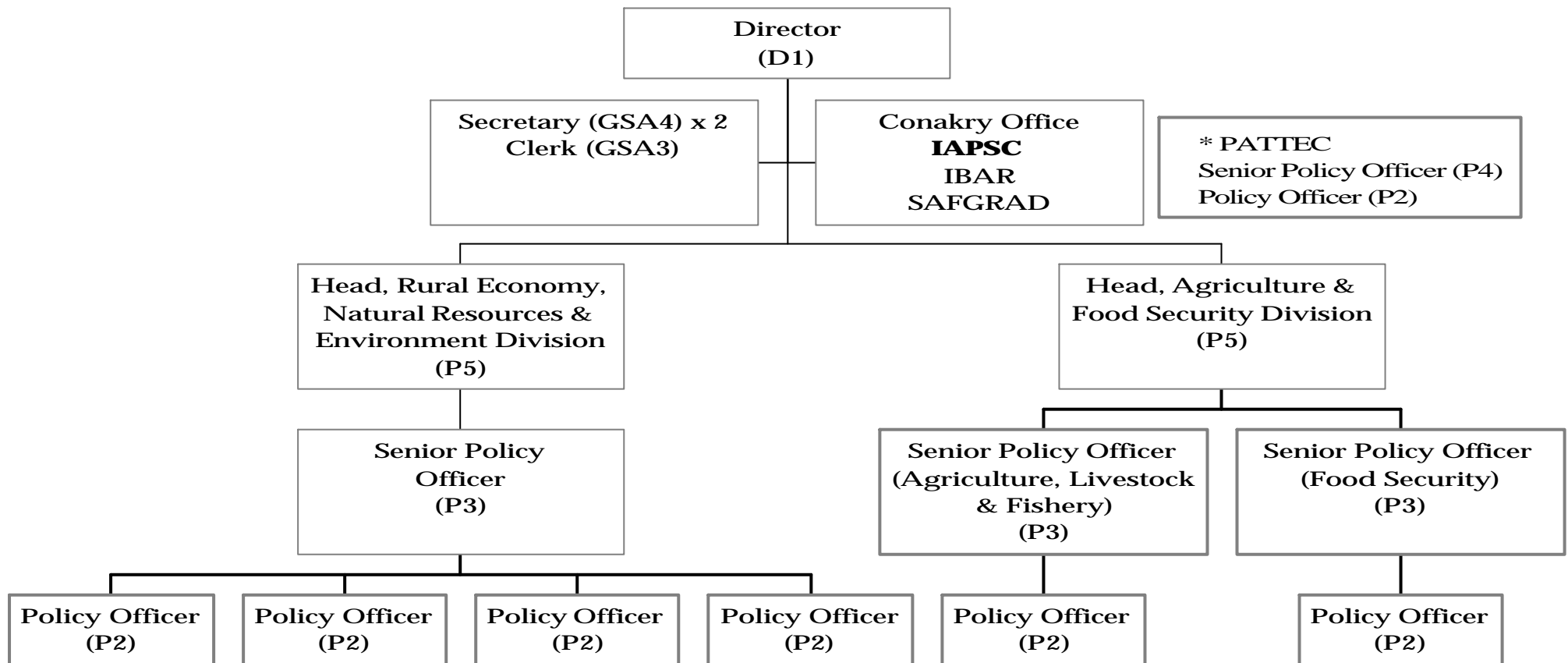
Agriculture & Food Security Division

-	1x	Head of Division	-	P5
-	2x	Senior Policy Officer	-	P3
-	2x	Policy Officer	-	P2
Total: 5 staff				

Grand Total: 17 staff

51. The Executive Council recommends that the IBAR, IAPSC and SAFGRAD Offices report to this Department. The Fouta Djallon Project should also report to this Department until it is transferred to ECOWAS.

**ORGANIGRAMME OF THE DEPARTMENT FOR RURAL ECONOMY
AND AGRICULTURE**



* This Unit will report directly to the Commissioner in charge of this Department

DEPARTMENT OF ECONOMIC AFFAIRS

52. The Executive Council recommends as follows:

Challenge

The establishment of appropriate structures and institutions for the realization of the African vision on social and economic development through harnessing the collective efforts of the African people constitutes a major challenge facing the Continent. Despite remarkable achievements made in launching various arrangements for regional integration there are still a number of bottlenecks that have to be overcome. Furthermore, in addition to the inequities encountered in the global trading systems and the difficulties of attracting foreign direct investments, the Continent is not fairing well in mobilizing financial resources for its development.

The challenge facing this Portfolio is the acceleration of the process for African economic integration through the enhancement of inter-regional cooperation, overcoming the threats of globalisation and harnessing the economic opportunities of international cooperation.

Mandate

The mandate of this Portfolio is to initiate and promote policies and strategies that can enhance the coordination, harmonisation and facilitation of Continental collective initiatives in economic integration. The Portfolio will also undertake measures that will support investment promotion, mobilization of development financing, the building of common financial institutions, undertake econometric research and analysis as well as provide econometric statistics.

Objectives

The objectives of the Portfolio among others are to:

- i. Coordinate, harmonise and facilitate all activities aimed at consolidating the process of integration at the regional and continental levels;
- ii Foster effective institutional linkages between the Organs of the African Union and the RECs ;
- iii Assist in the building of appropriate economic and financial institutions, including those provided for in the Constitutive Act of the Union;
- iv Facilitate the adoption of common macro-economic and sectoral policies suited to the needs of the Continent;

- v Promote international economic cooperation including cooperation with economic groupings in other regions of the world;
- vi Devise strategies aimed at addressing the debt problem for Africa;
- vii Assist Member States in developing appropriate policies for poverty eradication;
- viii Undertake resource mobilisation for economic development projects.

Programme thrust

The Programme thrust includes among others to:

- i. Promote inter-regional cooperation;
- ii. Encourage private sector participation in economic development;
- iii. Support local and foreign investments in dynamic sectors of the economy;
- iv. Initiate and develop strategies for mobilising external development finance as well as for addressing the debt burden in Africa;
- v. Build an institutional infrastructure for accelerating development, including such financial institutions as the African Central Bank, the African Monetary Fund, and the African Investment Fund;
- vi. Promote information gathering and dissemination on the integration process;
- vii. Undertake socio-economic studies, research and analysis.

Programme elements	ST	MT	LT
<u>Promotion of inter-regional cooperation</u>			
- Promote macro-economic, sectoral and policy analysis in Member States and in RECs;			X
- Facilitate exchange of information, experiences and best practices among the RECs;			X
- Enhance capacity building in regional cooperation			X
- Develop strategies for accelerating the integration process			X

<u>Investment promotion</u> <ul style="list-style-type: none"> - involve the private sector, parastatal institutions as well as the civic sector in the integration process - Monitor intra-regional and inter-regional investment flows - Harmonise investment codes within and among regions; - Encourage direct foreign investment in support of economic integration; 			X X X X
<u>Development Financing.</u> <ul style="list-style-type: none"> - Follow-up the implementation of the Final Declaration of the United Nations Conference on Development Financing of Monterey (March 2002), in all its aspects; - Organise continental investment fora; - Monitor ODA flows to Africa; - Support to the Contact Group on debt; - Assist member States access international capital markets 	X		X
(iv) <u>International cooperation</u> <ul style="list-style-type: none"> - Assist and harmonise the programmes of the RECs in inter/intra negotiation cooperation; - Assess the impact of various programmes and initiatives adopted to improve economic development in Africa. - Promote South-South cooperation in support of economic integration in the RECs and at continental levels; 		X	X X
(v) <u>Institution building</u> <ul style="list-style-type: none"> - Work toward a common African Monetary Union - Follow-up the functioning of existing monetary unions - Undertake studies on the establishment of the African Central Bank (ACB), the African Monetary Fund (AMF) and the African Investment Fund (AIF) 		X	X

- Work towards the establishment of the ACB, the AMF and AIB			x
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Core functions

- i. To develop policies and strategies for the acceleration of economic integration;
- ii To coordinate the activities that relate to the promotion and development of the process of regional economic integration economic integration;
- iii To assist in the promotion and development of the private sector and investments within and among Member States and RECs,
- iv To promote domestic savings in Africa as well international financial inflows to develop and establish continental financial institutions including common African Monetary Union;
- v To develop monetary and fiscal policies including strategies that address the debt problem;
- vi To ensure the coordination of development planning for African economies at both the national and regional levels ;
- vii To promote and facilitate economic policies affecting various stages of development between African RECs with a view to achieving the African Common Market;
- viii To interact with ECOSOCC and Civil Society.
- ix. To mobilise resources for economic development and integration projects

Skill Profiles

Monetary and Fiscal Planning, Management, Macroeconomic, Statistics and Econometrics, International Economics, as well as the core competences and skills.

53. The Executive Council recommends a structure and staff complement of seventeen (17) with grades as follows:

- | | |
|-----------------------|--------|
| - 1 x Director | - D1 |
| - 2 x Secretary | - GSA4 |
| - 1 x Clerk | - GSA3 |
| Total: 4 staff | |

Economic Integration & Regional Cooperation Division

- | | | | |
|-----------------------|---------------------------|---|----|
| - | 1 x Head of Division | - | P5 |
| - | 1 x Senior Policy Officer | - | P3 |
| - | 2 x Policy Officer | - | P2 |
| Total: 4 staff | | | |

Economic Policies, Research & Statistics Division

- | | | | |
|-----------------------|---------------------------|---|----|
| - | 1 x Head of Division | - | P5 |
| - | 1 x Senior Policy Officer | - | P3 |
| - | 3x Policy Officer | - | P2 |
| Total: 5 staff | | | |

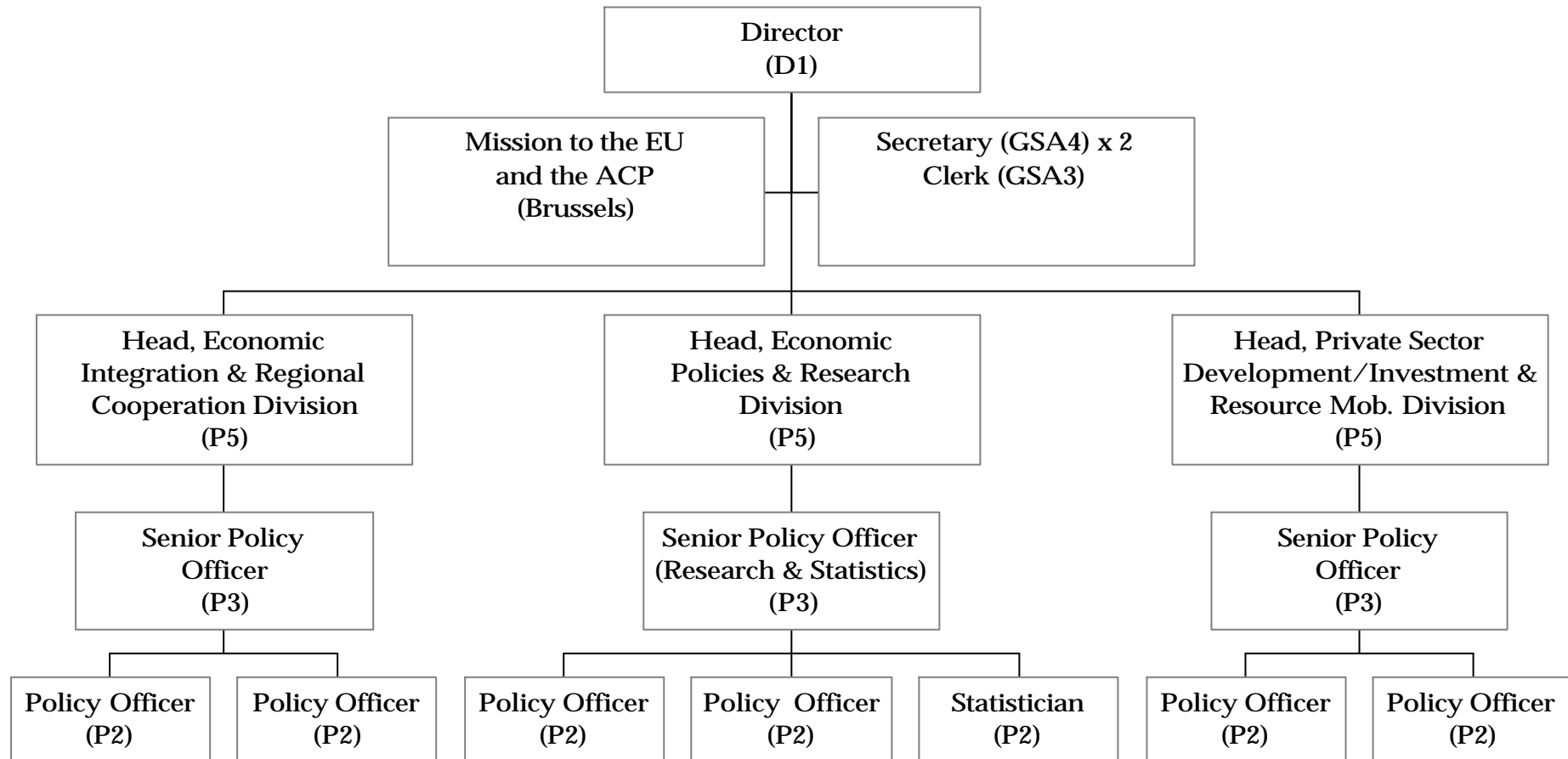
Private Sector Development/Investment & Resource Mobilisation Division

- | | | | |
|-----------------------|---------------------------|---|----|
| - | 1 x Head of Division | - | P5 |
| - | 1 x Senior Policy Officer | - | P3 |
| - | 2 x Policy Officer | - | P2 |
| Total: 4 staff | | | |

Grand Total: 17 staff

54. The Executive Council recommends that the AU Mission to the European Union and the ACP in Brussels be under this Department for reporting purposes.

**ORGANIGRAMME OF THE DEPARTMENT FOR
ECONOMIC AFFAIRS**



C. REPRESENTATIONAL AND SPECIALIZED OFFICES

PERMANENT OBSERVER MISSION OF THE AFRICAN UNION TO THE UNITED NATIONS – NEW YORK

55. The Executive Council recommends as follows:

Mandate

To develop and maintain constructive and productive institutional relationships between the African Union and United Nations institutions as well as to promote a common view within the African Group in international negotiations.

Core Functions

- i. To assist in coordinating activities of the African Group;
- ii. To advise Head Quarters on strategies for addressing emerging issues at the UN;
- iii. To assist Member States adopt common positions in the UN;
- iv. To circulate information on the AU and UN;
- v. To assist the Commission prepare for UN activities especially for the UN General Assembly;
- vi. To maintain contact with UN agencies based in New York, including the UNDP and UNICEF;
- vii. To follow-up on issues relating to NEPAD at the UN level;
- viii. To assist with procurement for the Commission and other Organs;
- ix. To facilitate the exchange of information between the AU and the UN;
- x. To provide logistical and technical support to the African Group;

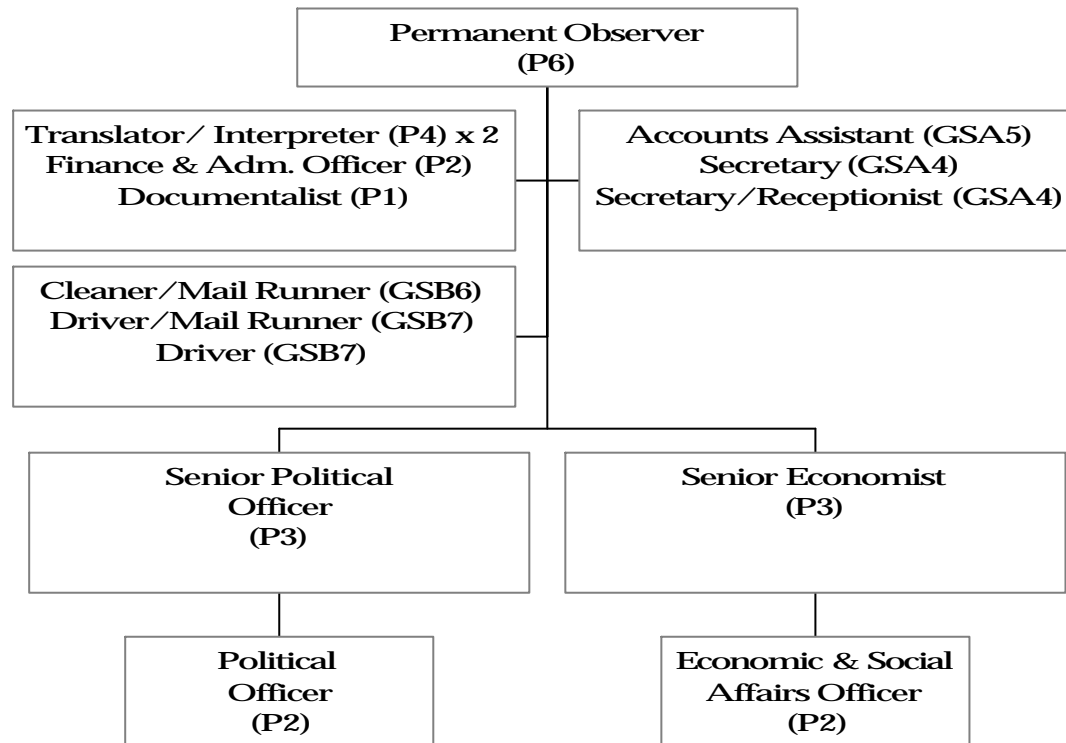
Skill Profiles

Need to have the skills related to the major activities of the position as provided for in the various departmental requirements.

56. The Executive Council recommends a structure and staff complement of fifteen (15) with grades as follows:

- 1 x Permanent Observer	- P6
- 1 x Senior Political Officer	- P3
- 1 x Senior Economic Officer	- P3
- 1 x Political Officer	- P2
- 1 x Economic and Social Affairs Officer	- P2
- 2 x Translator/ Interpreter	- P4
- 1 x Finance & Administration Officer	- P2
- 1 x Documentalist	- P1
- 1 x Accounts Assistant	- GSA5
- 1 x Secretary	- GSA4
- 1 x Secretary/ Receptionist	- GSA4
- 1 x Cleaner / Mail Runner	- GSB6
- 1 x Driver/ Mail Runner	- GSB7
- 1 x Driver	- GSB7

Total: 15 staff



THE AFRICAN UNION REPRESENTATIONAL MISSION TO THE UNITED STATES OF AMERICA – WASHINGTON DC

57. Recalling Decision CM/DEC. 367 (LXVII) adopted during the 67th Ordinary Session (February 1998) authorising the Secretary General to open the OAU office in Washington DC with effect from 12 June 1998, the Executive Council recommends as follows:

Mandate

To develop, maintain, undertake resource mobilisation and consolidate constructive and productive institutional relationships between the African Union and Africans in the Diaspora, the Bretton Woods Institutions, as well as with the Government of the United States of America through marketing of the AU

Core Functions

- i. To assist in coordinating activities of the African Group in the Americas;
- ii. To advise Head Quarters on strategies of addressing emerging issues in the Americas;
- iii. To assist Member States adopt common positions in their relationship with the Americas;
- iv. To circulate information on the AU in the Americas;
- v. To assist the Commission prepare for meetings with Congress, Bretton Woods Institute and Organisations of American States;
- vi. To build a political constituency and support for Africa in the Americas;
- vii. To monitor political developments of concern to Africa in Americas;
- viii. To establish working relationship with the Organisation of American States;
- ix. To maintain contact with the various political pressure groups and pro-Africa Groups;
- x. To coordinate activities of the African Group in Washington DC; regarding contacts with the Congress of the United States, the World Bank and IMF; and to mobilise support for Africa's development efforts;

- xi. To constantly liaise with the Congressional Black Caucus and other groups that are sympathetic to Africa, in their activities to advocate policies that will help shape and influence progressive policies towards African countries;
- xii. To submit briefs on the activities of the AU, and of the African Group in Washington D.C.;
- xiii. To inform on a constant basis, American popular opinion about Africa, and about its issues of concern;
- xiv. To provide regular information which influence Congressional decisions and other decision-makers on Africa;
- xv. To counter when necessary, media distortions of developments and events in Africa;
- xvi. To disseminate information on activities of the AU, and of its Member States;
- xvii. To follow-up activities and programmes of the World Bank and IMF which are of interest and concern to Africa;
- xviii. To assist with procurement for the Commission and other organs;
- xix. To follow-up on issues relating to NEPAD, CSSDCA, Gender and other cross-cutting programmes;
- xx. To support the African course;
- xxi. To sensitise the communities in the Diaspora;
- xxii. To promote a positive image of the AU in the Americas.

Skill Profiles

Need to have the skills related to the major activities of the position as provided for in the various departmental requirements.

58. The Executive Council recommends a structure and staff complement of six (6) with grades for this Office as follows:

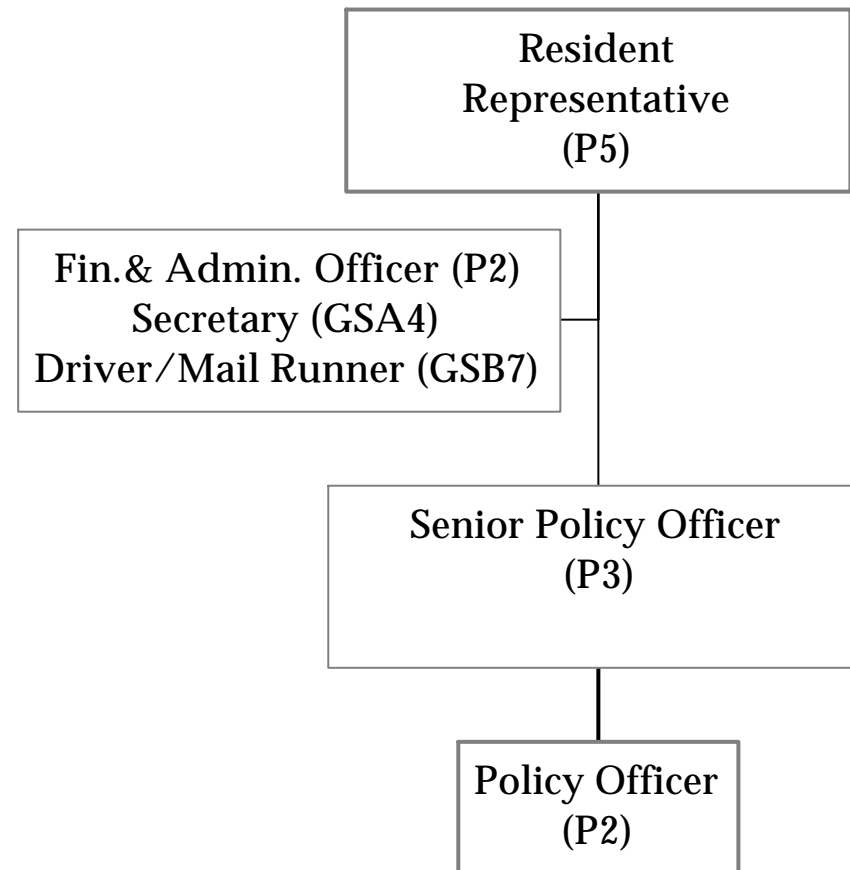
-	1 x Resident Representative	-	P5
-	1 x Senior Policy Officer	-	P3
-	1 x Policy Officer	-	P2
-	1 x Finance and Administrative Officer	-	P2

- | | | | |
|---|-------------------------|---|------|
| - | 1 x Secretary | - | GSA4 |
| - | 1 x Driver/ Mail Runner | - | GSB7 |

Total: 6 staff

59. The Executive Council recommends that the Permanent Mission in Washington should report to the Political Department

**ORGANIGRAMME FOR THE AFRICAN UNION REPRESENTATIONAL
MISSION TO THE TO THE UNITED STATES OF AMERICA - WASHINGTON D.C.**



AFRICAN UNION PERMANENT MISSION TO THE UNITED NATIONS- GENEVA

60. The Executive Council recommends as follows:

Mandate

To develop and maintain constructive and productive institutional relationships between the African Union and United Nations institutions as well as to promote a common view within the African Group in international negotiations.

Core functions

- i. To assist in coordinating activities of the African Group;
- ii. To advise Head Quarters on strategies for addressing emerging issues at the UN;
- iii. To assist Members States adopt common positions in the UN;
- iv. To circulate information on the AU and UN;
- v. To assist the Commission prepare for the UN activities in Geneva;
- vi. To follow-up on AU/UN Programmes of Cooperation;
- vii. To maintain contact with UN agencies based in Geneva;
- viii. Follow-up on issues relating to NEPAD;
- ix. To assist with procurement for the Commission and other Organs;
- x. To inform on AU activities;
- xi. To facilitate the exchange of information between the AU and the UN.
- xii. To facilitate follow-up and work in all related agencies
- xiii. To assist in liaising with the Africans Diaspora in Europe.

Skill Profiles

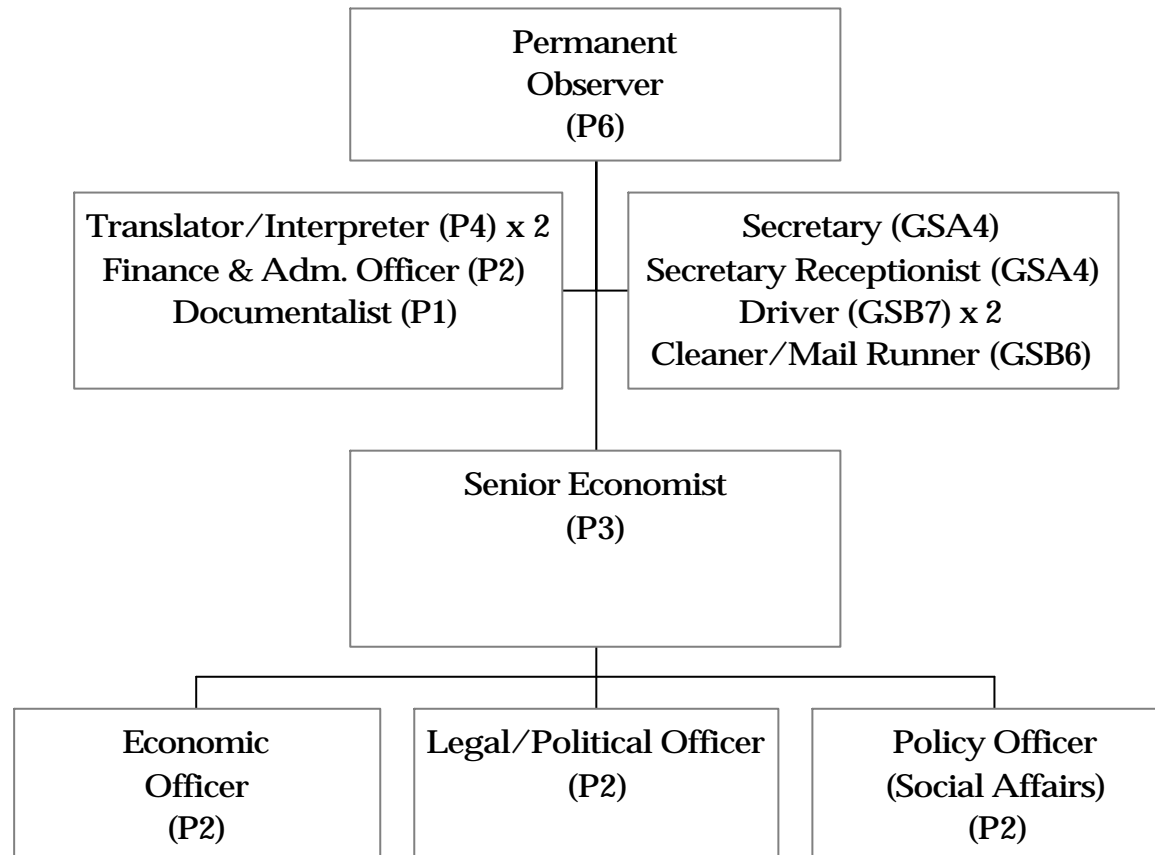
Need to have the skills related to the major activities of the position as provided for in the various departmental requirements.

61. The Executive Council recommends the structure and staff complement of fourteen (14) with grades as follows:

-	1 x Permanent Observer	-	P6
-	1 x Senior Economist	-	P3
-	1 x Economic Officer	-	P2
-	1 x Policy Officer (Social Affairs)	-	P2
-	1 x Policy Officer (Legal /Political)	-	P2
-	2 x Translator/ Interpreter	-	P4
-	1 x Finance and Administrative Officer	-	P2
-	1 x Documentalist	-	P1
-	1 x Secretary	-	GSA4
-	1 X Secretary/Receptionist	-	GSA4
-	2 X Drivers	-	GSB7
-	1 X Cleaner/Mail Runner	-	GSB6

Total: 14 staff

**ORGANIGRAMME OF THE AFRICAN UNION'S PERMANENT MISSION TO THE UNITED NATIONS -
GENEVA**



**PERMANENT MISSION OF THE AFRICAN UNION TO THE EUROPEAN
UNION AND THE ACP - BRUSSELS**

62. The Executive Council recommends as follows

Mandate

To develop and maintain constructive and productive institutional relationships between the African Union and the European Union institutions, and the ACP Secretariat as well as to promote a common view within the African Group in international negotiations.

Core functions

- i. To assist in coordinating activities of the African Group to build a political constituency and support for Africa in Europe;
- ii. To advise Headquarters on strategies for addressing emerging issues at the EU;
- iii. To monitor matters of concern to Africa in Europe;
- iv. To assist Member States adopt a common position with the EU;
- v. To follow-up on AU/EU Programmes of Cooperation;
- vi. To assist the Commission prepare for meetings with the EU;
- vii. To follow-up activities of other international organisations based in Brussels;
- viii. To follow-up on issues relating to NEPAD;
- ix. To assist with procurement for the Commission and other Organs;
- x. To ensure regular consultations with stakeholders;
- xi. To circulate information on the AU and EU;
- xii. To facilitate the exchange of information between the AU and the EU;
- xiii. To provide logistical and technical support for the African Group.
- xiv. To assist in liaising with Africans Diaspora in Europe.

Skill Profiles

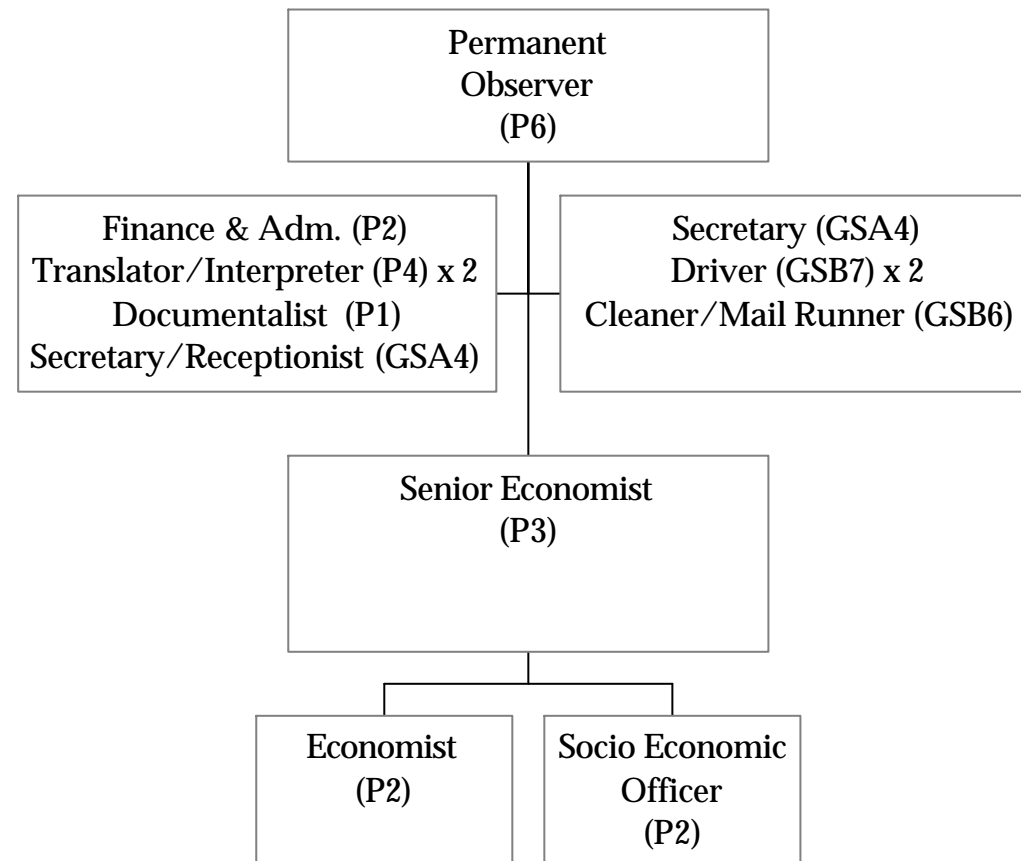
Need to have the skills related to the major activities of the position as provided for in the various departmental requirements.

63. The Executive Council recommends a structure and staff complement of *thirteen* (13) with grades as follows:

-	1 x Permanent Observer	-	P6
-	1 x Senior Economist	-	P3
-	1 x Economist	-	P2
-	1 x Socio Economic Officer	-	P2
-	1 x Finance and Administration Officer	-	P2
-	2 x Translator/ Interpreter	-	P4
-	1 x Documentalist	-	P1
-	1 x Secretary Receptionist	-	GSA4
-	1 x Secretary	-	GSA4
-	2 x Driver	-	GSB7
-	1 x Cleaner Mail Runner	-	GSB6

Total: 13 staff

ORGANIGRAMME OF THE PERMANENT MISSION OF THE AFRICAN UNION TO THE EUROPEAN UNION AND THE ACP - BRUSSELS



AFRICAN UNION PERMANENT DELEGATION TO THE LEAGUE OF ARAB STATES - CAIRO

64. The Executive Council recommends as follows:

Mandate

To represent the AU to the League of Arab States, foster closer cooperation between the AU and the League in the political, economic, cultural and social fields, as well as update the AU on developments at the League and vice versa.

Core Functions

- i. To work towards the development and strengthening of cooperation between the AU and the League of Arab States in the political, economic, cultural and social fields;
- ii. To forge closer links between the AU and the African Diplomatic Missions as well as other international organisations in Cairo ;
- iii. To produce periodic reports on major issues bearing interests to African countries ;
- iv. To increase the awareness about the AU and its activities to the League of Arab States and the African Missions in Cairo ;
- v. To build a political constituency and support for Africa ;
- vi. To follow-up and monitor political developments of concern to Africa in Arab countries;
- vii. To follow-up on issues relating to NEPAD;
- viii. To assist with procurement for the Commission and Other Organs;
- ix. To ensure regular consultations with stakeholders;
- x. To facilitate the exchange of information between the AU and the League of Arab States;
- xi. To participate in Africa-related consultations;
- xii. To coordinate the activities of the African Group;
- xiii. To advise Headquarters on strategies for addressing emerging in the Arab League;

- xiv To assist Members States for adopting common positions with the League of Arab States;
- xv To assist the Commission to prepare for meetings and consultations with the Arab League.
- xvi To assist in liaising with Africans Diaspora in the Arab world

Skill Profile

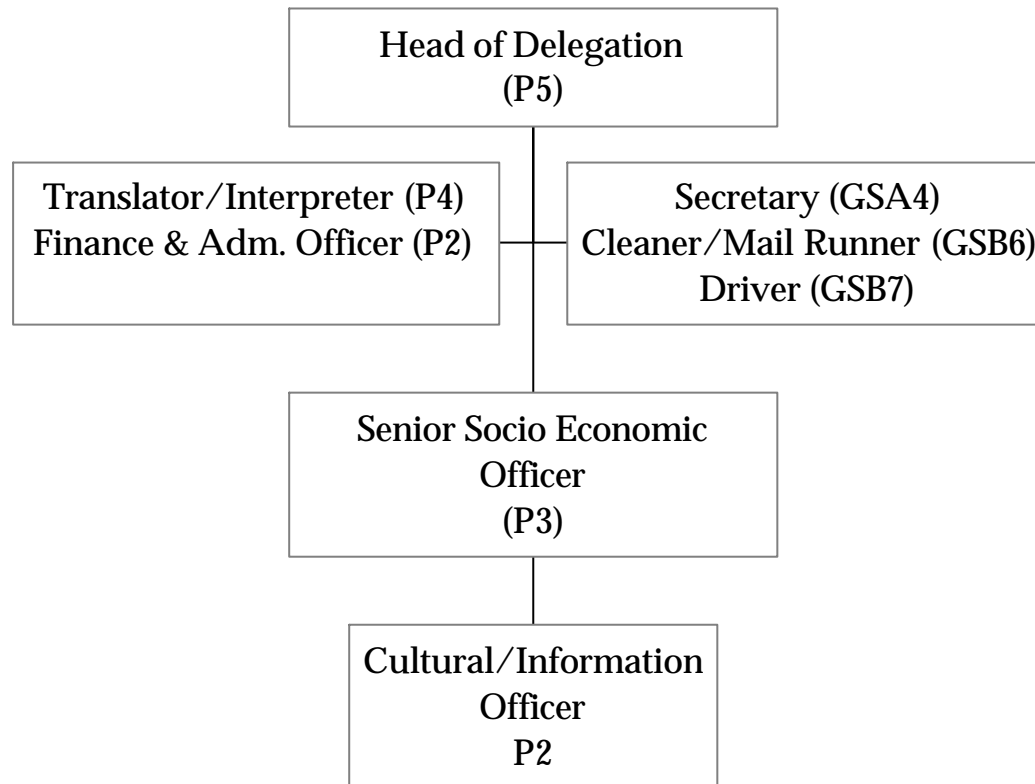
Need to have the skills related to the major activities of the position as provided for in the various departmental requirements.

65. The Executive Council recommends a structure and staff complement of eight (8) with grades as follows:

- | | |
|--|--------|
| - 1 x Head of Delegation | - P5 |
| - 1 x Senior Socio Economic Officer | - P3 |
| - 1 x Translator / Interpreter | - P4 |
| - 1 x Finance and Administration Officer | - P2 |
| - 1 x Cultural/Information Officer | - P2 |
| - 1 x Secretary | - GSA4 |
| - 1 x Cleaner/ Mail Runner | - GSB6 |
| - 1 x Driver | - GSB7 |

Total: 8 staff

**ORGANIGRAMME OF THE AFRICAN UNION'S PERMANENT
DELEGATION TO THE LEAGUE OF ARAB STATES – CAIRO**



**AFRICAN UNION MISSION TO THE SOUTHERN AFRICA REGION-
LILONGWE (MALAWI)**

66. The Executive Council recommends as follows:

Mandate

To represent the AU in the Southern Africa Region as well as develop and maintain constructive and productive relationship between the AU and Member States in the Region, as well as SADC and COMESA.

Core functions

- i. To represent the AU in the Southern African region;
- ii. To increase awareness about the AU, its mission and its work in the region;
- iii. To establish working relationships with the Southern African Region;
- iv. To monitor political developments of concern to African countries in the Southern Africa region;
- v. To ensure that Southern African activities on Refugees, Health, Immigration and Natural Disasters receive quick attention from the African Union;
- vi. To support the Exchange of Information between Southern African countries and other countries of the African Union;
- vii. To counter , when necessary, media distortions about developments and events in Southern Africa;
- viii. To follow-up on issues relating to early warning systems in Southern Africa;
- ix. To ensure regular consultations with the RECs in the region;
- x. To deal with issues which foster and promote cohesion, solidarity and unity;
- xi. To liaise and harmonise specific policies in geo-political and socio-economic activities of the African Union in the Southern Region;
- xii. To spearhead, initiate and review the African Union activities and policies taking into account the constant changing world trends;

- xiii To promote unity, solidarity and enhance Pan-African spirit in the Southern African Region;
- xiv To participate in other consultations of interest to the AU.

Skill Profiles

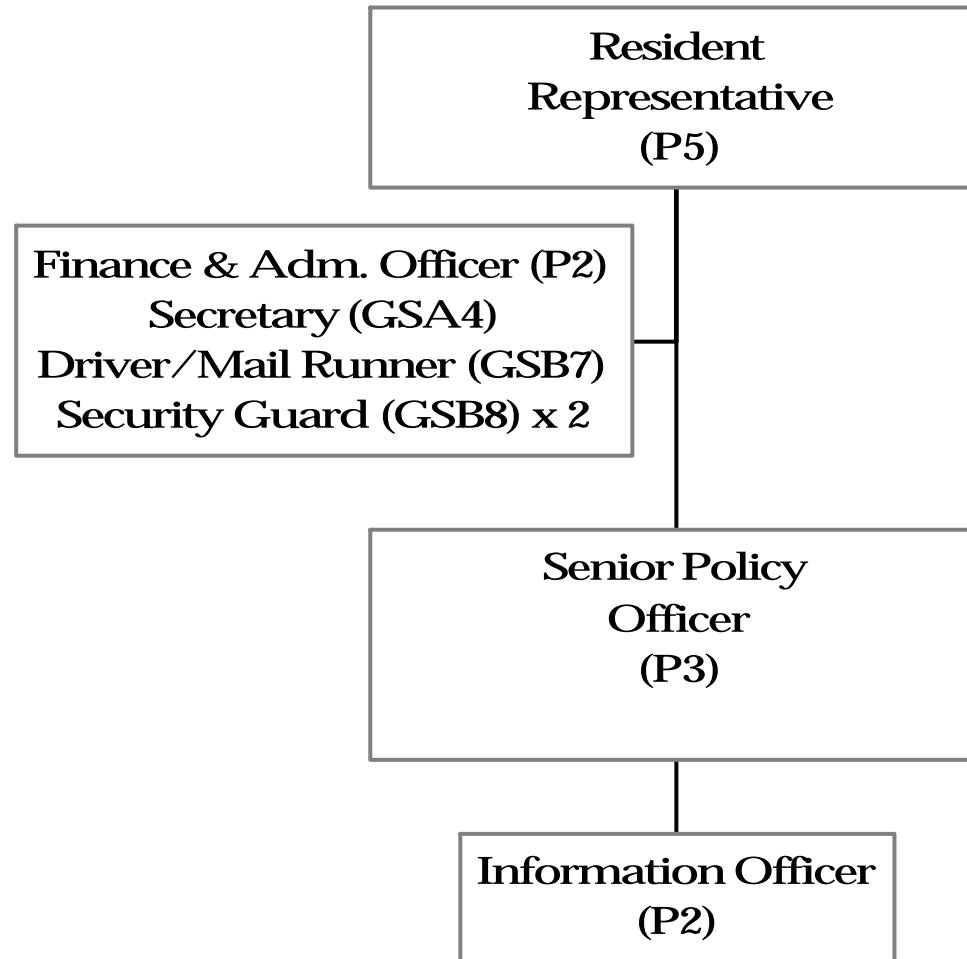
International Relations, Political/Social Science, Diplomacy, Knowledge of Southern Region or Politics and Political analysis.

67. The Executive Council recommends a structure and staff complement of eight (8) with grades as follows:

-	1 x	Resident Representative	-	P5
-	1 x	Senior Policy Officer	-	P3
-	1 x	Information Officer	-	P2
-	1 x	Finance and Administration Officer	-	P2
-	1 x	Secretary	-	GSA4
-	1 x	Driver/ Mail Runner	-	GSB7
-	2 x	Security Guard	-	GSB8

Total: 8 staff

**ORGANIGRAMME OF THE AFRICAN UNION'S MISSION TO THE SOUTHERN
AFRICA REGION – LILONGWE**



**AFRICAN COMMISSION ON HUMAN AND PEOPLE'S RIGHTS –
BANJUL (THE GAMBIA)**

68. The Executive Council recommends as follows:

Mandate

To monitor, promote and protect Human and Peoples' Rights in Member States by developing and maintaining constructive and productive relations between the AU and Member States.

Core Functions

- i. To execute the mandate of the Commission by ensuring the promotion, protection and supervision of the observation of Human Rights in Member States;
- ii. To develop instruments and rules aimed at promoting Human Rights in keeping with the provisions of the African Charter on Human and Peoples' Right;
- iii. To cooperate with other African and other International Institutions, including NGOs and Civil Society Organisations, engaged in the promotion of human rights in Africa ;
- iv. To conduct research to appraise and inform decisions ;
- v. To collect and gather documentation for dissemination to inform discussions ;
- vi. To popularise Human and People's Rights instruments and in particular, the African Charter on Human and Peoples' Rights in Member States ;
- vii. To interpret any provisions of the Charter at the request of a Member State;
- viii. To provide logistical support for meetings ;
- ix. To undertake investigations on complaints on Human Rights violations ;
- x. To provide research framework for data collection in order to monitor and track progress on Human Rights ;
- xi. To provide a monitoring and reporting framework ;

- xii To provide a regulatory framework for monitoring compliance to instruments entered into with members States;
- xiii To ensure availability of information for increased awareness raising on Human Rights.

Skill Profiles

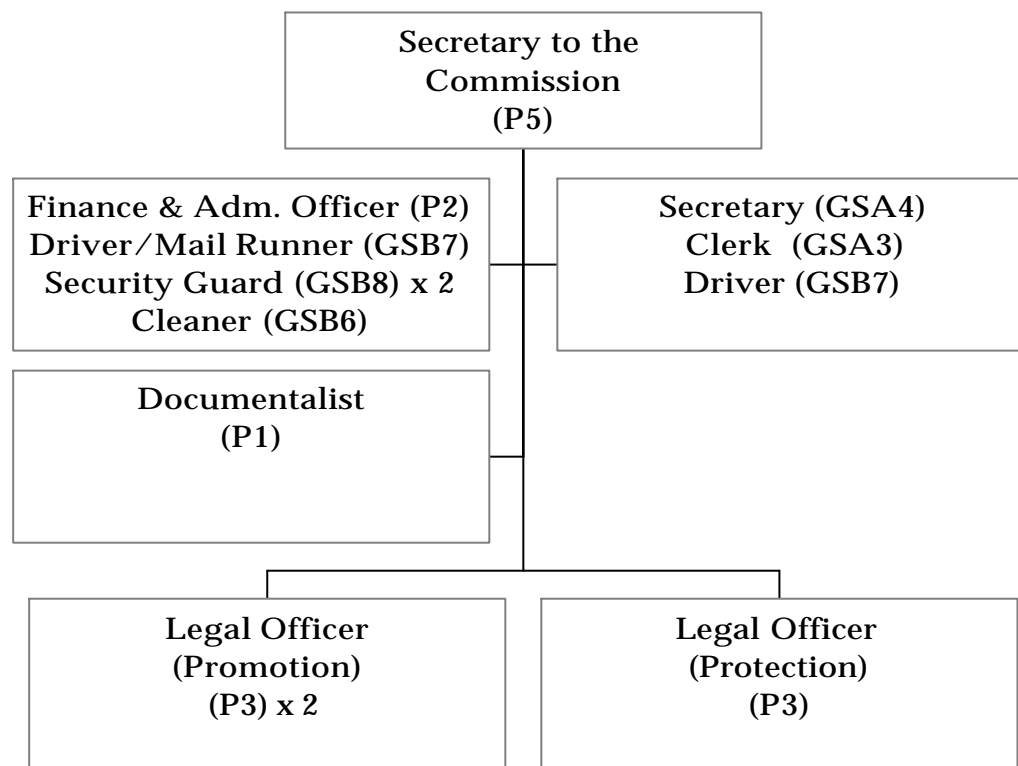
International Law, Human Rights, International Relations, Political Science, Social Science, Speaking abilities, Drafting skills.

69. The Executive Council recommends a structure and staff compliment of thirteen (13) with grades as follows:

- 1 x Secretary to the Commission	- P5
- 2 x Legal Officer (Promotion)	- P3
- 1 x Legal Officer (Protection)	- P3
- 1 x Documentalist	- P1
- 1 x Finance and Administration Officer	- P2
- 1 x Secretary	- GSA4
- 1 x Clerk	- GSA3
- 1 x Driver	- GSB7
- 1 x Driver /Mail Runner	- GSB7
- 2 x Security Guard	- GSB8
- 1 x Cleaner	- GSB6

Total: 13 staff

ORGANIGRAMME FOR THE SECRETARIAT OF THE AFRICAN COMMISSION ON HUMAN AND PEOPLE'S RIGHTS - BANJUL (THE GAMBIA)



D. THE SCIENTIFIC AND TECHNICAL OFFICES

70. In its deliberations the Executive Council was guided by the following basic principles:

A Proposed Strategy for Accomplishing the Science and Technology Agenda of the African Union

71. The Constitutive Act of the African Union, just as the Charter of the OAU, the Lagos Plan of Action, and the Treaty establishing the African Economic Community all allude to the importance of science and technology as a mechanism for regional integration and social and economic development. The challenge facing the AU is, taking account of the low level of application of science and technology in Africa, how to build the necessary capacity, including human resources, for harnessing, managing and utilizing science and technology as an instrument for social and economic development.

72. The Human Resources, Science and Technology Portfolio of the AU Commission oversees the implementation of the AU's agenda on science and technology. The programme elements of the portfolio encompass the mandate, objectives and activities of the Scientific and Technical Offices.

73. The main aim of these activities is to help African countries, mainly through the auspices of the STRC, integrate science and technology within overall national development strategies, plans and policies, in order to ensure full exploitation of national and natural resources for durable long-term development and growth. In this regard, the STRC within the context of the AU needs to shift its focus from erratic support to individual science and technology facilities, institutions and enterprises to coordinating and promoting science and technology knowledge generation and the transmission of this new knowledge into goods and services by Africans for Africans.

74. The STRC should, therefore, pay increased attention to institutional linkages and science and technology networks than it has done so far. It should sensitise Member States on the importance of science and technology knowledge generation and widespread use as the key to sustainable economic change as well as on the importance of "technological learning" as a fundamental process through which knowledge is generated, transmitted, and used for technological "catch up".

Organizational Management of the Offices

75. The Scientific and Technical offices, namely IBAR, IAPSC, CELHTO and SAFGRAD should, as far as possible, be made semi-autonomous with a wide degree of operational, administrative and financial autonomy as prescribed by Decision CM/Dec. 555 (LXXIII). The core budgets of the Scientific and Technical Offices should be met by

the AU. Each office should have a Steering Committee, which would manage these institutions on behalf of the AU. The AU should devolve to these bodies as much authority as possible to enable them:

- i) Take more decisions at the local level;
- ii) Develop their own rules of work, personnel and financial policies consistent with the powers the AU will devolve to them;
- iii) Attract and retain high calibre staff;
- iv) Develop closer links with stakeholders and international partners;
- v) Work with regional bodies, NGOs, research institutes and universities;
- vi) Respond to technological changes; and
- vii) Develop new ways of utilising African and international intellectual capacity in their fields of work.

Governance: Steering Committee

76. It is recommended that the Steering Committees of these institutions should comprise representatives of the RECs, international partners, NGOs, independent experts and the AU. The AU should continue to give strong political support to the institutions through access to its policy-making organs and Secretariat.

77. The functions of the Steering Committees would include:

- Provide policy guidelines,
- Review and approve programmes for submission to the policy organ of the AU through appropriate channels,
- Assess staff performance,
- Assist the offices in fund raising,
- Provide general overview of the management and performance of the institutions, and
- Ensure follow-up, monitoring and evaluation of the activities of the offices.

Relationship with AU Headquarters

78. The AU should institutionalise a comprehensive consultative process on S&T activities between and among portfolios at Headquarters, the STRC and S&T offices. These consultations should aim at comprehensive planning, harmonization of programmes, priority setting, sharing of information as well as internal and external quality control processes to ensure the relevance and quality of AU programmes in science and technology. In this regard,

- i) The Scientific and Technical Offices should report to the Commission Headquarters through the Human Resources, Science and Technology Portfolio;

- ii) Each S&T office should be subjected to technical review at least once a year and evaluation once every two years;
- iii) Any future joint scientific collaboration between the AU and any of the regional and international research and development organizations must be governed by a non-ambiguous Memorandum of Understanding, spelling out the modes of reporting, publishing of results, procedures for joint management of funds and dissemination of technical information to member States;
- iv) The S&T Portfolio and other Portfolios as appropriate should be represented in the Governing Boards for STRC and other S&T offices;
- v) The STRC should be a member of the Governing Board of the other S&T offices (IBAR, IAPSC and SAFGRAD); and
- vi) There should be regular inter-portfolio meetings to examine issues of mutual and interdisciplinary concern.

The Scientific Council for Africa (SCA)

79. The Scientific Council for Africa (SCA) should be re-established without delay. It should serve as the “think-tank” and Policy advisory body for Science and Technology in Africa. Resources should be made available for its reconvening. It should advise the Human Resources, Science and Technology Portfolio and the STRC. Its main responsibility is to formulate policy in science and technology for implementation by the AU and its Member States. It should have sufficient operational independence. It should have 11 members selected on the basis of expertise across different scientific disciplines with appropriate geographical representation. Representatives of the RECs will be invited to attend the meeting of the CSA to provide the necessary linkage between the regional bodies and the AU. The other members should be selected on the basis of expertise across different scientific disciplines. The SCA should meet once every two years (biennially) and should be serviced by the scientific and technical portfolio in collaboration with the STRC.

80. Recalling Decision CM/Dec.555 (LXXIII) Tripoli, February 2001 relating to the restructuring of the Scientific and Technical Offices as well as the Durban Assembly Decision Ass/AU/Dec.1 (I), the Executive Council recommends as follows:

a. Grading:

The Head of the STRC, Lagos office because of the coordination function, should be at P6 level; other Heads of all the other Scientific and Technical Offices should be at P5 level. Senior Scientific Officers at P3 and Scientific Officers at P2 – be harmonized across the board for all the offices.

b. Placement:

- i) The STRC/Lagos Office should report to the Commission Headquarters through the Human Resources, Science and Technology Portfolio;
- ii) IBAR, IAPSC & SAFGRAD offices should report to the Commission Headquarters through the rural Economy and Agriculture Portfolio;
- iii) CELHTO Office in Niamey should report to the Commission Headquarters through the Social Affairs Portfolio;
- iv) Each S&T office should be subjected to technical review at least once a year and evaluation once every two years;
- v) Any future joint scientific collaboration between the AU and any of the regional and international research and development organizations must be governed by a non-ambiguous Memorandum of Understanding, spelling out the modes of reporting, publishing of results, procedures for joint management of funds and dissemination of technical information to Member States;
- vi) The HRS&T Portfolio and other Portfolios as appropriate should be represented in the Governing Boards for STRC and other HRS&T offices;
- vii) The STRC should be a member of the Governing Board of the other HRS&T offices (IBAR, IAPSC and SAFGRAD); and
- viii) There should be regular inter-portfolio meetings to examine issues of mutual and interdisciplinary concern.

c. Vision, Mandate, Objectives, Core Functions and Structure:

The Vision, Mandate, Objectives, Core Functions and Structure are proposed for each Office as follows:

**THE SCIENTIFIC, TECHNICAL AND RESEARCH COMMISSION (STRC),
LAGOS, NIGERIA**

81. The Executive Council recommends as follows

Vision

The new vision of the STRC is to coordinate and promote scientific and technological research and findings, and to serve as a clearing house for all scientific and technical activities of the continent through a sharpening of the overall national and regional development plans, strategies and policies in order to ensure full exploitation of national and natural resources for durable long-term growth and development.

Mandate

The specific mandate of the STRC include:

- i) Supervision of the Sub-Regional (S&T) Offices and Projects;
- ii) Implementation of ascribed priority programmes of the OAU in science and technology for development;
- iii) Organization of training courses, seminars, symposia, workshops and technical meetings as approaches to implementing its coordination mandate;
- iv) Publication and distribution of specialised scientific books and documents of original value to Africa; and
- v) Servicing the various Inter-African Committees of Experts including the Scientific Council for Africa.

Objectives

The objectives as defined by the Algiers meeting on Science and Technology in February 1964 and which were subsequently approved by the Assembly of Heads of State and Government in Cairo, Egypt in 1964 remain as relevant today as they were at that time. These include:

- i) Dealing with all scientific and technical matters related to the general development of Member States;
- ii) Promoting training and exchange of technical manpower;

- iii) Promoting scientific policies for adoption by Member States, as well as joint programmes on scientific and technical research;
- iv) Promoting the effective utilization of research findings with a view to accelerating socio-economic development of member States;
- v) Seeking and obtaining external funding for projects of common interest to OAU Member States in the field of Science and Technology;
- vi) Facilitating the dissemination of information to researchers in the field of Science and Technology in Africa;
- vii) Undertaking scientific evaluation studies of the natural resources of the Continent while consciously promoting environmentally-friendly and sustainable development concepts in science and technology research;
- viii) Supervising the activities of the Sub-regional Offices, and
- ix) Carrying out any other activities that may be assigned to the Commission by the General Secretariat.

Core functions:

The following are the functions of the STRC:

- i. To coordinate programmes in applied research especially through the Inter-African Committees of Experts;
- ii. To identify funding for research projects of interest and training;
- iii. To promote best practices emanating from scientific and technological development applications;
- iv. To exchange and disseminate information and research documentation in the field of scientific and technological development;
- v. To organize training programmes and exchanges of researchers and specialists;
- vi. To promote research partnerships and networks;
- vii. To promote research in all relevant fields;
- viii. To promote support to Member States in the organization of pilot projects;
- ix. To develop research data for dissemination;
- x. To coordinate the initiation, preparation and the implementation of the programmes and activities of the Scientific and Technical offices.

Composition of the Steering Committee:

- Representative of the Human Resources, Science and Technology Department-Chairperson;
- Representative of the Agriculture and Rural Economy and Agriculture Department;
- Representative of the Department of Infrastructure and Energy;
- Representative of the Department of Trade and Industry;
- Representatives of RECs;
- Independent Science and Technology Experts.

The Executive Director of the STRC shall act as the Secretary to the Committee.

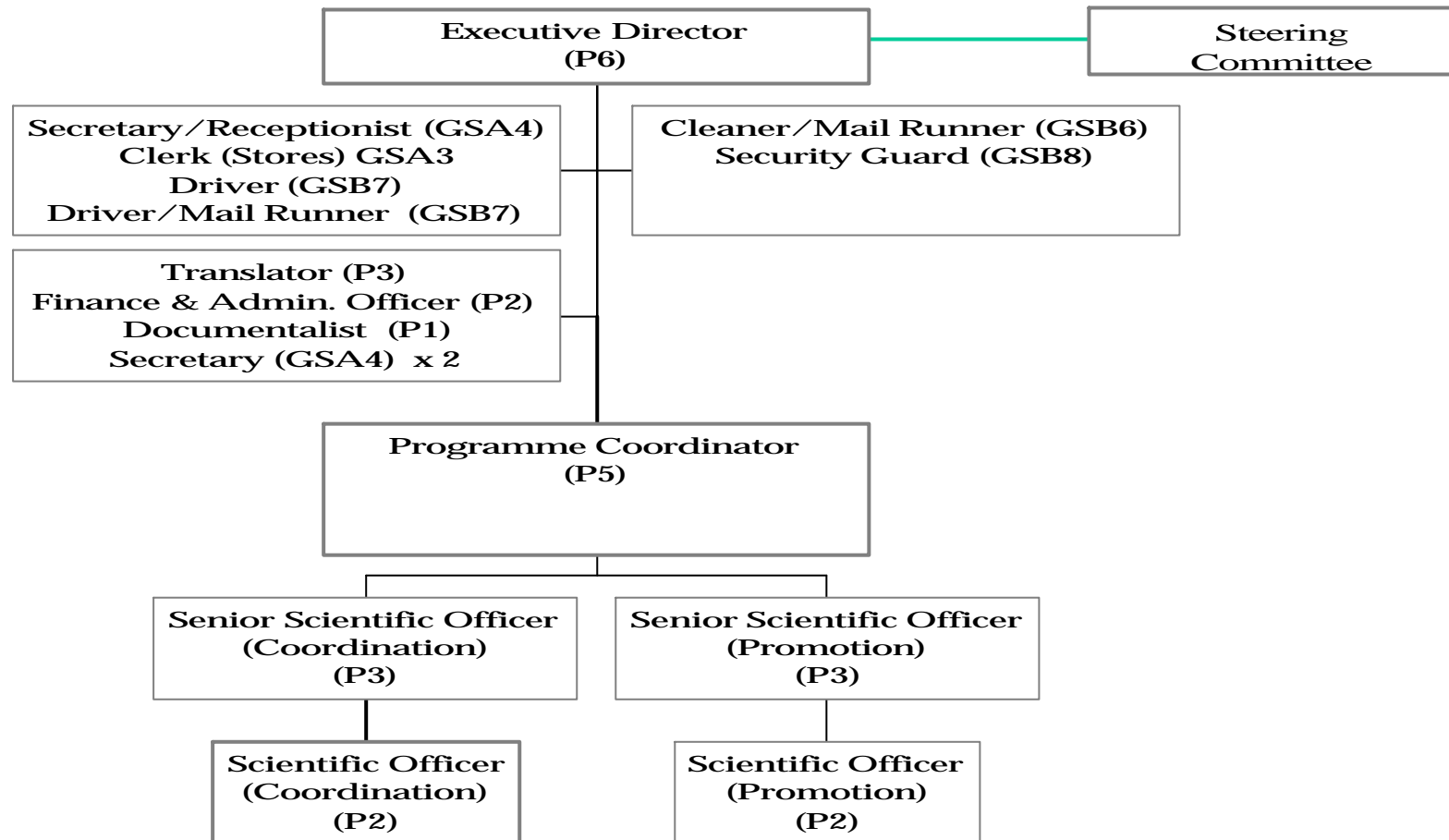
Organizational, Management and Staff Complement of the STRC

82. The Executive Council recommends a structure and staff complement of seventeen (17) with grades as follows:

1 x Executive Director	-	P6
1 x Programme Coordinator	-	P5
1 x Senior Scientific Officer (Coordination)	-	P3
1 x Scientific Officer (Coordination)	-	P2
1 x Senior Scientific Officer (Promotion)	-	P3
1 x Scientific Officer (Promotion)	-	P2
1 x Translator	-	P3
1 x Finance and Administration Officer	-	P2
1 x Documentalist	-	P1
2 x Secretary	-	GSA4
1 x Secretary/Receptionist	-	GSA4
1 x Stores Clerk	-	GSA3
1 x Driver	-	GSB7
1 x Driver/Mail Runner	-	GSB7
1 x Cleaner/ Mail Runner	-	GSB6
1 x Security Guard	-	GSB8

TOTAL: 17 Staff

ORGANIGRAMME OF THE SCIENTIFIC, TECHNICAL AND RESEARCH COMMISSION
(STRC) - LAGOS



THE INTER-AFRICAN BUREAU FOR ANIMAL RESOURCES (IBAR)
NAIROBI, KENYA

83. The Executive Council recommends as follows:

Vision

The vision of the emerging IBAR is to be the vehicle for the AU to develop an appropriate and independent expertise in the area of animal health and production for the alleviation of poverty of those involved in livestock farming and food security in Member States.

Mandate

The mission of IBAR is to provide integrated advisory service and capacity building that will enable Member States of the AU to sustainably improve their animal resources, enhance the nutrition and income of their people and alleviate rural poverty.

Objectives

The objectives of IBAR are to:

- i) Improve animal health through the control and eradication of animal diseases in Africa,
- ii) Increase animal production through the improvement of livestock feeds and genetic resources to enhance food security taking into account environmental sustainability and social issues,
- iii) Improve public health through control of zoonoses and quality assurance of food and animal products,
- iv) Improve marketing and trade of animals and animal products,
- v) Harmonize policies appropriate for livestock resource development in Africa, and
- vi) Collate and disseminate information relevant to improved use of African animal resources.

Core functions

- i) Coordinate the activities of AU Member States in the area of animal health and production,
- ii) Collect, collate and disseminate information in all aspects of animal health and production among Member States,
- iii) Initiate and implement projects in the field of animal health and production,
- iv) Collaborate and cooperate with appropriate Member States, Inter-governmental, Regional and International Organisations in matters of animal health and production.

- v) Harmonize all international legislative aspects of livestock development
- vi) Develop links with reputable universities and regional research institutions
- vii) Promote policies on poverty alleviation, emergency and relief interventions, and
- viii) Promote trade and establish markets in livestock and livestock products.

Governance: Steering Committee

It is proposed that IBAR's programmes, policies and activities be overseen by a Steering Committee comprising Regional Representatives, Representatives of the relevant Departments in AU Commission and representatives of donor partners.

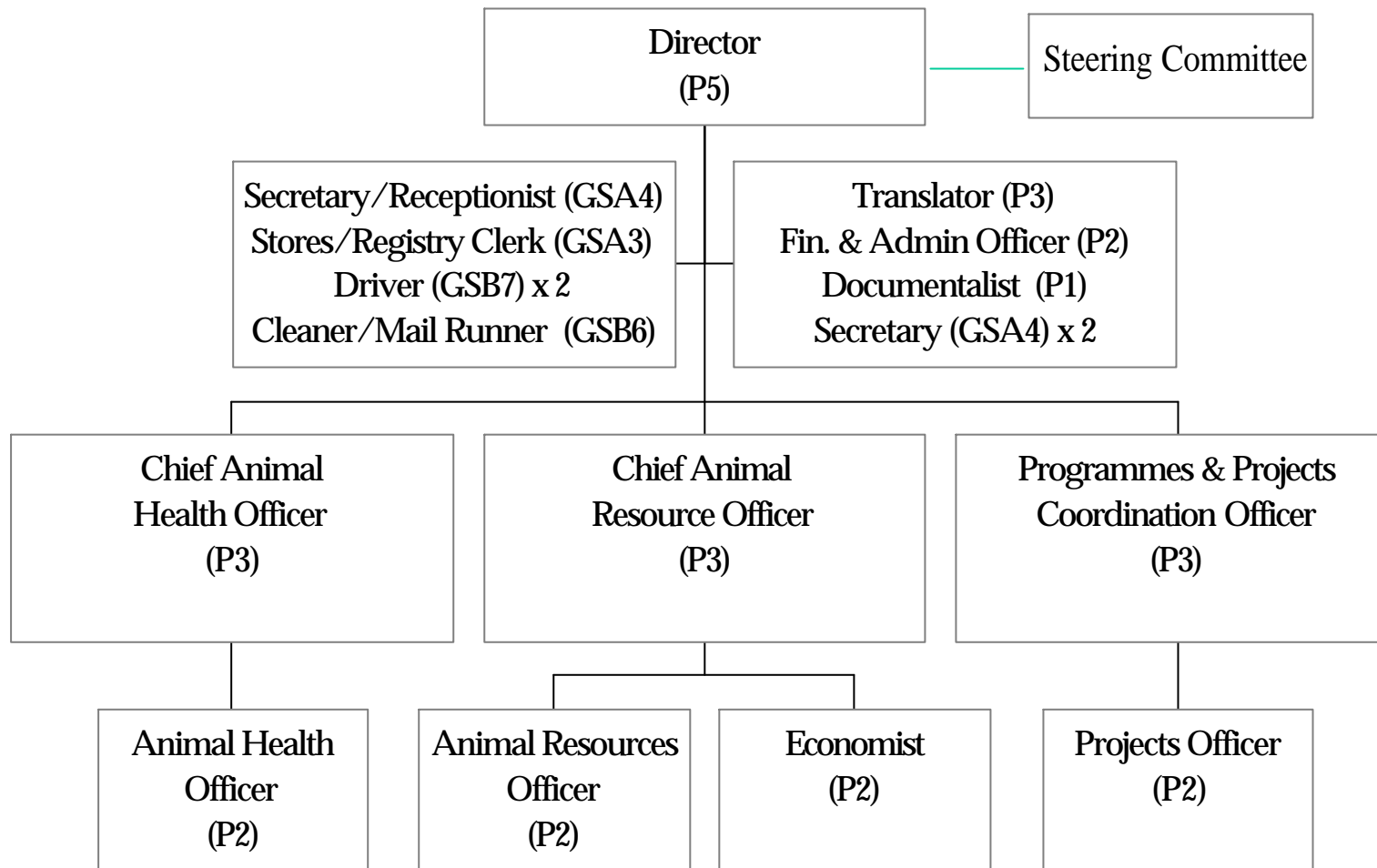
The suggested composition for the Steering Committee in as indicated below:

- Representative of the Human Resources Science and Technology Department in the AU;
- Representative of the Rural Economy and Agricultural Department in the AU;
- Representative of the Science, Technology and Research Commission;
- Representatives of Regional Economic Communities;
- Independent Expert in Animal Health and Production;
- IBAR Director who shall act as Secretary to the Council;
- Representatives of Donors shall serve on the Steering Committee in an Observer Status and the number shall be determined as the need arises (as observers).
- The Director of IBAR shall serve as Secretary to the Steering Committee.

84. The Executive Council recommends a structure and staff complement of *eighteen* (18) with grades as follows:

1 x Director	-	P5
1 x Chief Animal Health Officer	-	P3
1 x Chief Animal Resources Officer	-	P3
1 x Programmes & Projects Coord. Officer	-	P3
1 x Animal Health Officer	-	P2
1 x Animal Resources Officer	-	P2
1 x Economist	-	P2
1 x Project Officer	-	P2
1 x Admin. & Finance Officer	-	P2
1 x Translator	-	P3
1 x Documentalist	-	P1
1 x Stores/Registry Clerk	-	GSA3
2 x Secretary	-	GSA4
1 x Secretary/Receptionist	-	GSA4
2 x Driver	-	GSB7
1 x Cleaner/Mail Runner	-	GSB6
TOTAL: 18 Staff		

**ORGANIGRAMME FOR THE INTERAFRICAN BUREAU OF ANIMAL
RESOURCES (IBAR), NAIROBI**



SEMI-ARID FOOD GRAIN RESEARCH AND DEVELOPMENT (SAFGRAD) PROGRAMME, OUAGADOUGOU, BURKINA FASO

85. SAFGRAD should be institutionalised into a Special Agency for Food Security and Sustainable Agriculture to enable the Union streamline tasks and play key role in the improvement of the livelihoods of rural households by accelerating growth of agriculture. It is estimated that 35 countries in Africa have significant semi-arid areas. These countries account for 80% of the population of Africa and include many of the poorer countries of the continent.

86. Within this semi-arid area, the new orientation would be on addressing common problems facing African countries that are peculiar to the semi-arid zones. This would involve broadening the product coverage to include products and activities that are of relevance to the different countries in the semi-arid zone in the continent.

87. The Executive Council recommends as follows:

Vision

The vision of SAFGRAD is to accelerate growth of agriculture by promoting the application of more productive technologies friendly to semi-arid environment.

Mandate

The mandate of SAFGRAD is to contribute to the advancement of agricultural research, technology transfer and marketing as well as the management of natural resources by facilitating and coordinating the use of the scientific talents of National Agricultural Research Center (NARCs), International Agricultural Research Center (IARCs) and Scientific Research Organizations (SROs) to enhance food security, promote sustainable agriculture, development of irrigation agriculture, both in rural and peri-urban areas of the semi-arid zones of Africa.

Core functions

- i. Promotion of food security programme through the development projects,
- ii. Eradication of poverty by developing programmes that enhance technical transfer and commercialisation to generate employment and income,
- iii. Post harvest processing to transfer farm produce into value-added products,
- iv. Planning and implementing programmes that enhance production and development support services to increase production,
- v. The on-farm resource management to facilitate the diffusion of successful production and farm management technology packages that contribute to the sustainable use of resources (nutrient cycling), integration of cereals/legumes in livestock production systems, and
- vi. Technology transfer and commercialisation to facilitate the diffusion of technologies favouring generation of income, creation of employment and

food security at the household level among participating countries. The program puts emphasis on the strengthening of women economic capacity and technology commercialisation.

- vii. Dissemination to farmers and other end-users of technologies to facilitate the development of micro-enterprises and the generation of employment and income;
- viii. Development of linkages and partnership between sources of technologies (NARS, IARCs, Universities) and users of technologies (farmers' association, NGOs);
- ix. Documentation of success stories, lessons learned and experiences.

Governance: Steering Committee

The revitalised SAFGRAD will be guided in terms of policy, programme orientation and relevance by a Steering Committee, which shall be instituted by the African Union. The Chairperson of the Steering Committee shall be the Director of AU Department for S&T or his representative. The Steering Committee shall meet annually.

Composition of the Steering Committee

The Steering Committee will consist of key stakeholders, partner institutions and observers as follows:

- Representative of the Human Resources, Science and Technology Department;
- Representative of the Rural Economy and Agriculture Department;
- The Directorate for Women Gender and Development in all aspects of socio-economic development;
- Representative of the Special Emergency Assistance Fund for Drought and Famine in Africa;
- Representative of the Executive Secretariat of STRC;
- One representative from each of the RECs; and
- Representative of FARA;
- Representative of Private Sector in Agro-industry;
- Farmers' Associations/Organizations/Groups Representative;
- Observers (as may be determined).

88. The Director of SAFGRAD will serve as the Secretary to the Steering Committee.

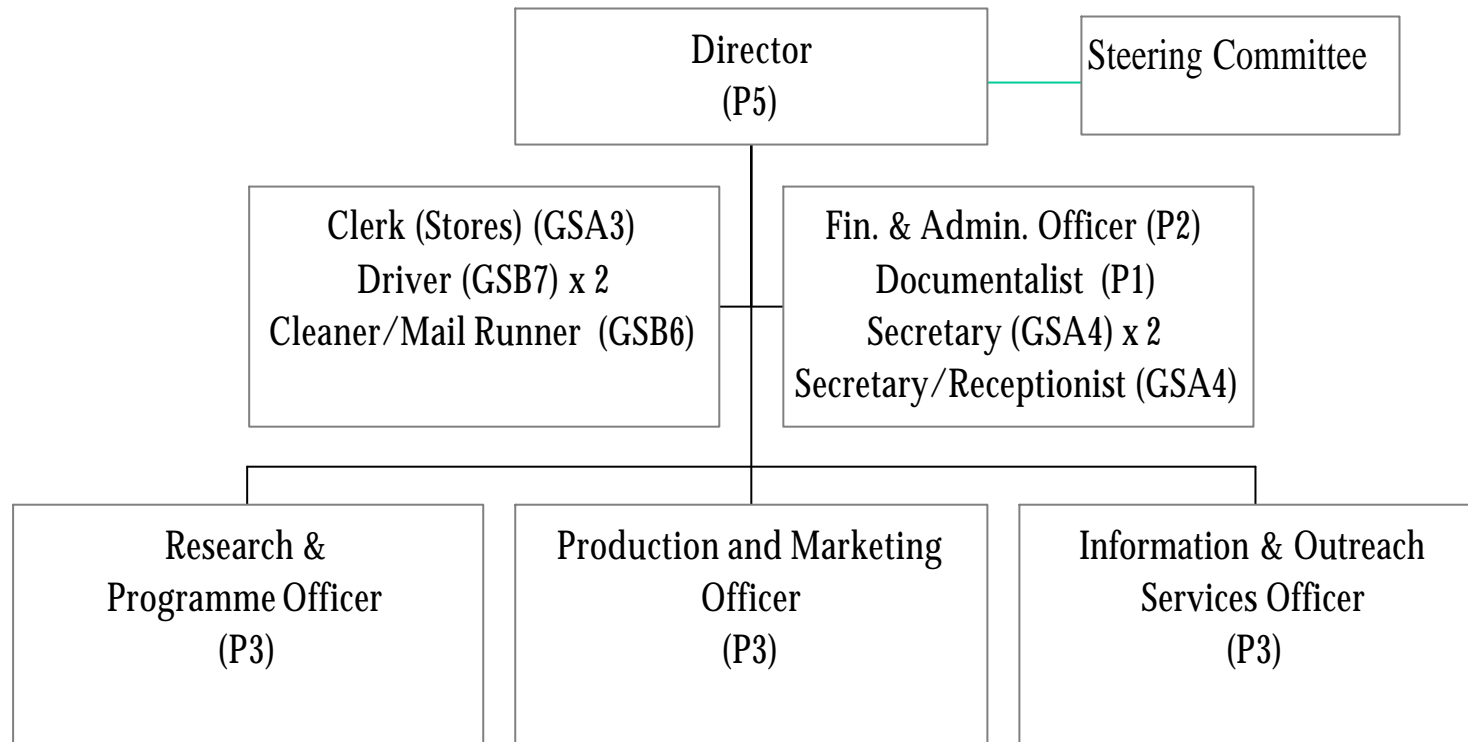
89. The Executive Council recommends a structure and staff complement of thirteen (13) with grades as follows:

- | | |
|---|------|
| - 1 x Director | - P5 |
| - 1 x Research and Programme Officer | - P3 |
| - 1 x Production and Marketing Officer | - P3 |
| - 1 x Information & Outreach Services Officer | - P3 |

- | | |
|--------------------------------|--------|
| - 1 x Admin. & Finance Officer | - P2 |
| - 1 x Documentalist | - P1 |
| - 1 x Stores Clerk | - GSA3 |
| - 2 x Secretary | - GSA4 |
| - 1 x Secretary/Receptionist | - GSA4 |
| - 2 x Driver | - GSB7 |
| - 1 x Cleaner/Mail Runner | - GSB6 |

TOTAL: 13 Staff

**ORGANIGRAMME FOR THE SEMI-ARID FOOD GRAIN RESEARCH
AND DEVELOPMENT (SAFGRAD) PROGRAMME, OUAGADOUGOU,
BURKINA FASO**



INTERAFRICAN PHYTOSANITARY COUNCIL (IAPSC), YAOUNDE, CAMEROON

90. The Executive Council recommends as follows:

Vision

The vision of a restructured IAPSC in the new African Union is for the office to be the resource and market information centre for Phytosanitary and plant protection activities in Africa. In the quest for food sustainability, it is important for Member States to be informed about quarantine pests, which are usually very devastating when introduced into other countries. A revitalised IAPSC will be better able to protect the continent from pest incursions and contribute towards the goal of providing the African people with sufficient food and feed of high quality.

Mandate

The original mandate of the IAPSC remains today as valid as it was at its inception. The IAPSC was charged with the responsibility of:

- i) Preventing the introduction of crop pests and diseases into any part of Africa,
- ii) Controlling and/or eradicating those pests and diseases already in existence in the region,
- iii) Discouraging and stopping the uncontrolled commercialisation and dissemination of agro pharmaceuticals and chemicals into and within Africa, and
- iv) Preserving human health that could be exposed to toxic chemical residues used in treating plants.

In addition to the above, the IAPSC should also guide Member States on the implications of applying biotechnology for plant protection purposes as well as their implication for food safety. The IAPSC should also actively participate in the capacity of African countries to comply with the requirements of the WTO-SPS Agreement.

Objectives

The importance of the objectives of the IAPSC in the scientific, agricultural and economic development of Africa cannot be overemphasised. Consequently, the IAPSC should focus its activities around the following objectives:

- i) plant protection information management,
- ii) development of strategies against the introduction and spread of plant pests,
- iii) Promotion of safe and sustainable plant protection techniques,

- iv) Enlightenment of Member States on the implications of the WTO Agreement on Sanitary and Phytosanitary Measures (WTO-SPS) on international agricultural trade, and
- v) Capacity building among Member States in Phytosanitary and plant protection activities.

Core Functions

The current activities of IAPSC revolve around the areas of plant quarantine and pest control. The IAPSC coordinates and implements decisions relating to Phytosanitary activities in member states. The core functions should include:

- i) Development and management of information to serve African and International Plant Protection Organizations (IPPOs)
- ii) Harmonisation of Phytosanitary regulations in Africa
- iii) Development of regional strategies against the introduction and spread of plant pests (insects, plant pathogens, weeds, etc)
- iv) Promotion of safe and sustainable plant protection techniques, and
- v) Training of various cadres of NPPO personnel in Pest Risk Analysis (PRA), Phytosanitary inspection and treatment, field inspection and certification, laboratory diagnoses, pest surveillance and monitoring, etc.

Organisational Structure

The IAPSC should continue to be a specialised institution of the AU. It should be an integral part of the AU's science and technology system addressing plant health and Phytosanitary matters. The organisation should continue to enjoy the full political support of the African Union through access to AU's policy-making organs and its Commission. The IAPSC should benefit from the guidance of the Scientific Council for Africa (CSA) when the latter is resuscitated.

Governance: Steering Committee

It is proposed that IAPSC's programmes, policies and activities be overseen by a Steering Committee comprising Representatives of the RECs, Representatives of the National Phytosanitary Programme Organisations (NPPOs) and donor partners. The Steering Committee will have executive powers as will be delegated to it by the Permanent Representative Committee and be responsible, amongst others, for approving policies and programmes, budgets and setting the operational rules of the organisation based on the mandate given to IAPSC by the AU. Since IAPSC will be autonomous, a mechanism for monitoring the work of the organisation should be developed by the AU with due regard to the wide operational latitude given to the organisation to manage its programmes. The suggested composition for the Governing Council is as indicated below:

- Representative of the Human Resources, Science and Technology Department;
- Representative of the Rural Economy and Agriculture Department;
- Representatives of the Regional Economic Communities;
- Representative of the Scientific, Technical and Research Commission;
- An Independent Expert on Plant Protection;
- Representative of the African Seed Association;
- Representative of the Donors.

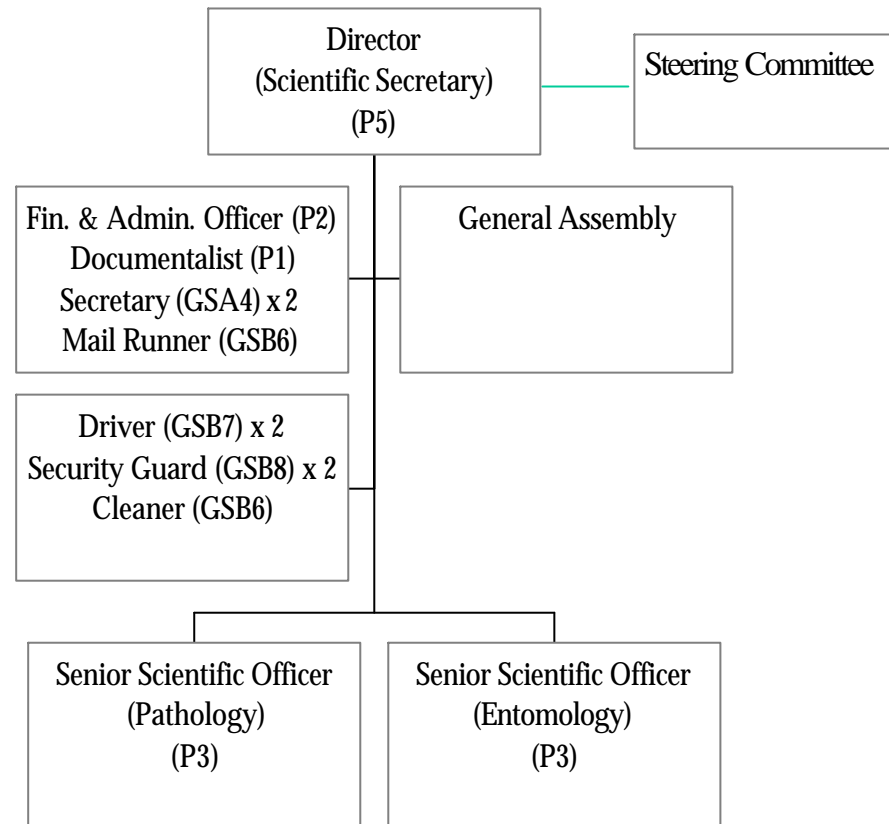
91. The Director (Scientific Secretary) of the IAPSC shall serve as Secretary to the Committee.

92. The Executive Council recommends a structure and staff complement of thirteen (13) with grades as follows:

1 x Director	-	P5
1 x Senior Scientific Officer (Pathology)	-	P3
1 x Senior Scientific Officer (Entomology)	-	P3
1 x Admin. & Finance Officer	-	P2
1 x Documentalist	-	P1
2 x Secretary	-	GSA4
2 x Drivers	-	GSB7
1 x Mail Runner	-	GSB6
2 x Security Guard	-	GSB8
1 x Cleaner	-	GSB6

TOTAL: 13 Staff

ORGANIGRAMME FOR THE INTERAFRICAN PHYTOSANITARY COUNCIL,
YAOUNDE



AFRICAN CENTRE FOR PHYTOSANITARY RESEARCH AND TRAINING (CARFOP), DSANG, CAMEROON

93. CARFOP was established as a training centre for plant protection in Africa. CARFOP opened its doors in 1990 but has had no admission since 1996. Activities at the centre are now comatose. This notwithstanding, CARFOP has continued to receive an annual subvention of about US\$50,000.00 since 1996. Nine (9 No.) students are waiting to graduate once funds can be provided to set up Examination Panels for them.

94. It is therefore proposed that CARFOP training function be transferred to the IAPSC to which a training fund shall be made available for a grant system to potential students to be trained in specific Universities or training Institutions which will be organized in the form of training network of Institutions and Centres in Africa.

95. The Executive Council is of the view that it is not cost effective to retain and maintain a whole administrative set-up for such training function; this training function should be added to those of the new IAPSC.

THE FOUTA-DJALLON PROGRAMME, CONAKRY, GUINEA

96. Decision CM/Dec555 (LXXIII) endorsed the principle of the transfer of responsibility for the Fouta-Djallon Highlands Integrated Development programme to the Economic Community of West African States (ECOWAS) and requested the OAU Secretariat to carry out consultations with the Secretariat of ECOWAS to work out the transfer modalities, on the understanding that the outcome of these consultations would be presented to the policy organs of the two organizations for final decision. These consultations need to be initiated without delay. Furthermore, a decision had been taken and terms of reference agreed on a diagnostic study of the programme with a view to preparing a comprehensive programme to cover all countries and organizations with rivers originating from the Fouta-Djallon highlands. The study was also expected to cover legal and institutional aspects of the programme. A request for funding of the proposed programme has been submitted to the Global Environmental Facility, which had agreed to fund the Project; the latter appointed the FAO as its Executing Agency and preparations for undertaking the study are well advanced.

97. The Executive Council recommends as follows:

- AU Commission and ECOWAS Secretariat should initiate the process for negotiating the transfer;
- The decision on the modalities for the transfer of the programme to the ECOWAS Secretariat should await the completion of the study being proposed; these studies include technical studies and institutional studies;
- In the interim, the AU should make the necessary contact with the host Government of Guinea/Conakry to ascertain the status of the FAO/GEF study;

- The office should be re-opened and the current core staff complement be maintained until the completion of the studies;
- The restructuring exercise should be jointly undertaken by the AU Commission and ECOWAS Secretariat;
- During the Interim Period the AU should continue providing core fund for the running of the office.

THE CENTRE FOR LINGUISTIC AND HISTORICAL STUDIES BY ORAL TRADITION (CELHTO), NIAMEY, NIGER

98. The Executive Council recommends as follows:

Vision

The new vision of the new Niamey Office will be to strive to make the components of African societies instruments for development and integration in the continent.

Mandate

The new mission assigned to the Niamey Office stems from two factors, namely the natural evolution of its activities and the advent of the African Union. CELHTO should broaden its scope of action well beyond the collection of oral traditions and the promotion of African languages, to include all aspects of African cultures in their richness, diversity and convergences. The advent of the African Union with new organs such as the Pan-African Parliament, the Economic, Social and Cultural Council, and the African Court of Justice, results in a new mission for the Niamey Office, which implies providing these organs, when necessary, with reliable and up to date information, which will enable them to participate effectively in the AU decision making process.

Objectives

The objectives of the new Niamey Office will naturally be an offshoot of its new mission. Firstly, it will involve the protection, sustainable conservation and promotion of acquired knowledge, and secondly, opening up new perspectives in response to the requirements of the institutions development and the needs of the Union.

Therefore, the objectives should be as follows:

- i) Continuation and intensification of collection and study of African oral traditions and literature;

- ii) Continuation and intensification of the development and written use of African languages;
- iii) Coordination of the implementation of the African Cultural Charter;
- iv) Promotion of African cultural industries, particularly in terms of arts, theatre, cinema, music, games, radio and television, publications, copyrights, etc;
- v) Studies of the ways and means of implementing African cultural policies as enshrined in the statutory texts of the AU, namely the Constitutive Act and the Abuja Treaty establishing the African Economic Community (AEC);
- vi) Sociological studies on various African communities in their traditional as well as modern environments;
- vii) Studies of genuinely African strategies for conflict prevention and resolution, maintenance of social order and political stability;
- viii) Research on peoples' approaches to economic, political, social and cultural integration of the African continent;
- ix) Research on African approaches to contemporary challenges with regard to "gender" and vulnerable groups such as persons with disabilities, elderly persons, youth, etc.;
- x) Research on values, principles and practices leading to a genuine Pan-African renaissance, particularly in connection with governance, democracy, human rights, tolerance, justice, solidarity, Africa's relations with the Diaspora and the rest of the world;
- xi) Implementation of the UNESCO Declaration on Cultural Diversity;
- xii) Participation in the preparation and implementation of the Convention on Cultural Diversity;
- xiii) Studies on and promotion of the African genius in the areas of health, combating major endemics, water management and preservation of the environment.

Core Functions

The core functions of the new Niamey Office will be as follows:

- i) To undertake Sociological Studies of African communities;
- ii) To ensure the development of practical texts in African languages;

- iii) To produce, protect and conserve recorded, written, photographed or audiovisual reference documents on oral tradition;
- iv) To ensure the systematic distribution of existing documents;
- v) To develop programmes to establish friendly relations between Africa and its Diaspora;
- vi) To develop genuinely African strategies for conflict resolution.

Steering Committee

The Steering Committee of the New Niamey Office will be the trustee instrument of the Commission of the African Union for this Office. Its effectiveness will determine most of the activities of the Office on administrative and scientific levels. It should be able to meet in an ordinary session once a year.

The Steering Committee should have a relatively light structure so as to be able to meet quickly. It should have about five members, including the following:

- Representative of the Social Affairs Department;
- Representative of the Human Resource, Science and Technology Department ;
- Two key partners as members;
- Two independent experts, as evaluators of the annual programme;
- Representatives of Regional Economic Communities (RECs).

The Director of the Office will present the annual report and programme of the following year. He/she will act as Secretary to the Committee.

Two categories of staff are essential for the running of the Office: core and external staff. There are three categories of core staff:

- a. Professional staff comprising mainly the Director of the Office and Senior Programme Officers.
- b. Technical staff, comprising finance officers, a librarian, secretaries and other staff members responsible for duties such as digital engraving.
- c. Support staff, comprising drivers, security guards and a receptionist.

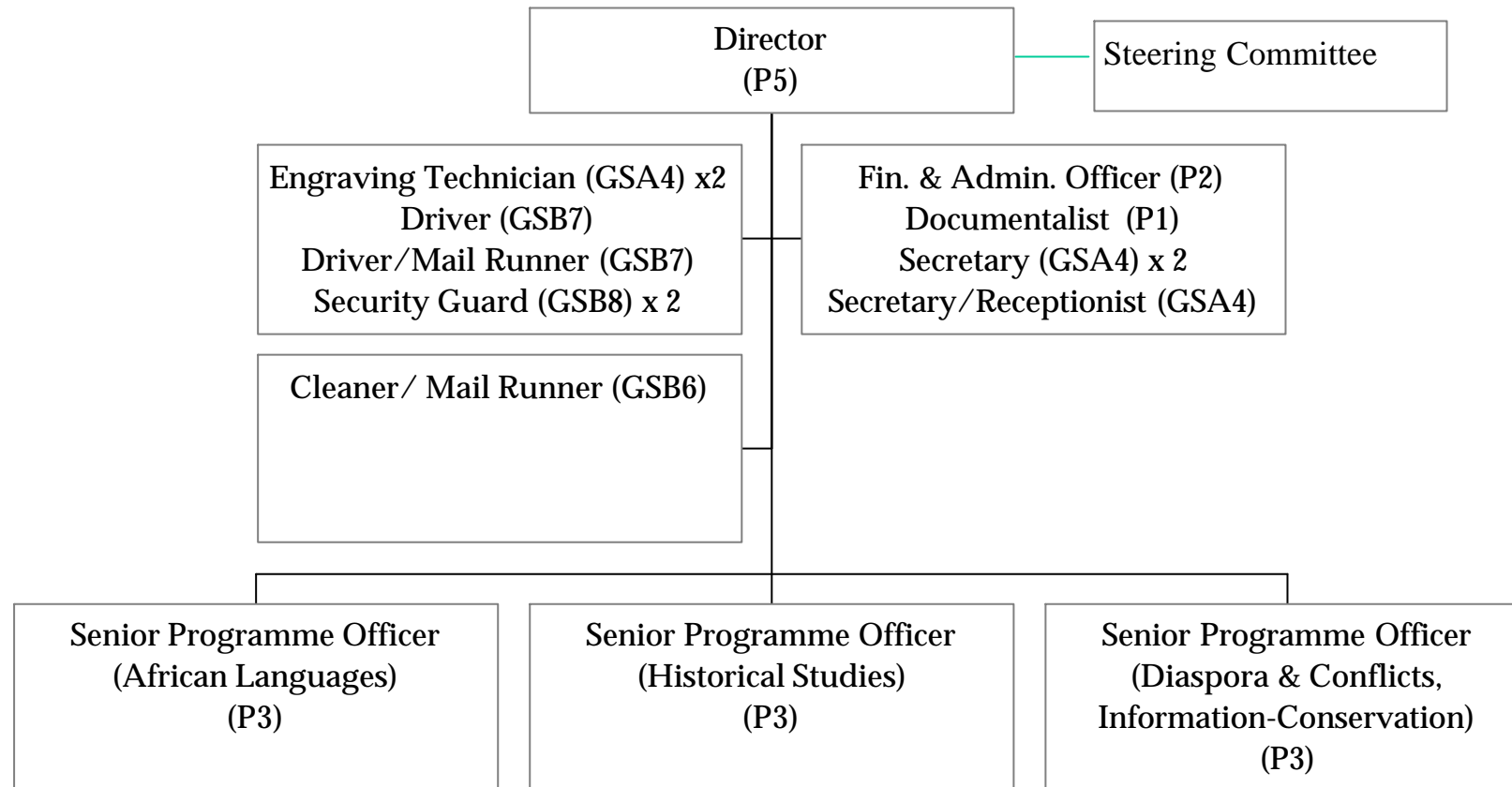
External staff comprises mainly regional and national programme coordinators. This category of staff should be recruited on a part time basis to implement programmes adopted at regional and national levels. However, they are not consultants. These staff members will certainly be more in number. When the Office attains its cruising speed, there will be dozens of regional programme coordinators and hundreds of national coordinators. A sound network system to manage this staff will therefore be needed. These networks should be set up on a small scale and gradually extended.

99. The Executive Council recommends a structure and staff complement of *sixteen* (16) with grades as follows:

1 x Director	-	P5
3 x Senior Programme Officer	-	P3
1 x Documentalist	-	P1
1 x Administrative and Finance Officer	-	P2
2 x Engraving Technician	-	GSA4
2 x Secretary	-	GSA4
1 x Secretary/Receptionist	-	GSA4
1 x Driver	-	GSB7
1 x Driver/Mail Runner	-	GSB7
2 x Security Guard	-	GSB8
1 x Cleaner/Mail Runner	-	GSB6

TOTAL: 16 Staff

ORGANIGRAMME FOR THE CENTRE FOR LINGUISTIC AND HISTORICAL STUDIES BY ORAL TRADITION (CELHTO), NIAMEY



AFRICAN ACADEMY OF LANGUAGES

100. The Executive Council recommends that the African Academy of Languages (Bamako, Mali), which was called for by the Lusaka Summit be provided an appropriate structure.

E. HUMAN RESOURCE REQUIREMENTS AND FINANCIAL IMPLICATIONS

i) Human Resource Requirement

101. The Executive Council recommends as follows:

- a) The Commission of the African Union needs high caliber staff who are well motivated and dedicated to the cause of the Organization and also needs to provide for an optimal cost effective staff establishment. Such a staff should be receptive to continuous re-training;
- b) The Commission must encourage teamwork;
- c) The Commission should emphasize career development that will allow progression of the staff.

ii) Financial Implications

102. The Executive Council recommends as follows:

- That in principle the salary scale and structure of SADC be retained across the board. However, with regard to the GS staff, it was agreed that a final decision would be taken after the Commission provides more specific information.

iii) Recruitment Cost

103. The Executive Council recommends that as far as possible the services of independent resource persons stationed in Addis Ababa be utilised in order to reduce the cost.

F. STRATEGIC PHASING-IN AND THE LAUNCHING OF THE PROPOSED STRUCTURE

104. The Executive Council recommends that all portfolios would have to be provided with the minimum number of staff to enable the essential activities within each Portfolio to take off. The Executive Council was of the view that the newly elected officials should make appropriate recommendations in this regard.

G. DEPLOYMENT OF STAFF INHERITED FROM THE OAU TO THE AFRICAN UNION

Voluntary Separation:

105. The Executive Council recommends that no incentive package be paid to staff members who wish to separate voluntarily, for the following reasons:

- i) Qualified and experienced staff should not be encouraged to leave the organisation while their services were needed;
- ii) The experience of the previous re-structuring exercise should not be repeated;
- iii) The financial implications in paying separation entitlement as well as recruiting new staff would be excessive.

106. The Executive Council concluded that any staff member who so wishes could separate in accordance with the Staff Rules and Regulations.

Assessment Process

107. The Executive Council recommends as follows:

- i) An independent and competent Firm of International standing and which understands African issues be identified to conduct the assessment exercise;
- ii) The assessment of staff be carried out in the working language of the staff member concerned;
- iii) Members of the PRC should not be present during the assessment of staff or be involved in the recourse mechanism set up to deal with complaints;
- iv) Any assessment exercise to be carried out should start in the first instance with the Professional Category of staff, followed by the rest of the categories of staff;
- v) The Independent Firm should assess a staff member for two or three posts of his/her choice for which he/she has the competence, experience and qualifications;
- vi) The PRC should determine clear and precise Terms of Reference for the Independent Firm to guide it in its assessment of staff.
- vii) The Commission should establish a Special Recourse Mechanism to consider complaints/ appeals within a specified timeframe before submission to the Administrative Tribunal;

- viii) Staff members appointed to perform duties of acting Directors for the newly established Directorates be allowed to compete for these posts which should be advertised externally.

Separation of Unsuccessful Staff Members

108. The Executive Council was of the view that any candidate, who was not successful in the assessment exercise, be separated from the Organization in accordance with the Staff Rules and Regulations.

109. The Executive Council noted that rules already exist for the separation of either permanent or contractual staff, and that these procedures would apply to any category of staff who would be unsuccessful in the assessment exercise.

110. The Executive Council recommends as follows:

- i. The Organization should not offer any package to staff members who were unsuccessful in the assessment;
- ii. Following the assessment exercise, unsuccessful staff members either on contract or holding permanent appointments should separate under the procedures stipulated in the Staff Rules and Regulations.

Protection Measures

111. The Executive Council endorsed the Commission's proposal to establish a Special Recourse Mechanism to process any complaints from staff regarding unfair treatment, in respect of voluntary separation, compulsory separation and the placement processes and agreed to the principle of such a mechanism, modalities of which would have to be specified. Such a mechanism would have to complete its process within a specified timeframe.

H. TRAINING AND DEVELOPMENT

112. The Executive Council recommends that, the Commission should:

- a) Develop a Training Policy in order to ensure that staff's skills are continuously upgraded;
- b) Carry out a detailed study needs of the organisation and the methods whereby these needs will be addressed. Such a plan must include an exhaustive list of relevant institutions on the continent and the cost implications

PART II:
CONDITIONS OF SERVICE

I SALARY SCALES/STRUCTURE

1. Following the presentation of the financial implications of adopting, either the South African, SADC or Botswana remuneration packages, the Executive Council adopts the SADC salary scale with ten (10) annual incremental steps for the staff of the Commission. (See Annex 1)
2. The Executive Council agreed on the principle of reviewing the salary scale of the Commission every five years.
3. The Executive Council recommended that the salaries of the Chairperson and the Deputy Chairperson be higher than those of the Heads and Deputies of all the RECs.
4. With regard to the salaries of the Members of the Commission (Elected Officials), the Executive Council agreed on the following:

- (i) That the annual salary of the Chairperson of the Commission should be fixed as follows:

- Basic salary: D1 Step 10 basic salary (US\$47,666.00) of SADC increased by 50%, i.e. $(US\$47,666.00 \times 1.50) = US\$71,499.00$;
- Post adjustment: 40% of the basic salary, i.e. $(US\$71,499.00 \times 40\%) = US\$28,599.60$;
- Total salary (basic salary + post adjustment allowance) = $US\$71,499.00 + US\$28,599.60 = US\$100,098.60$.

The new salary proposed is equivalent to a 3.91% increase compared to the current salary;

- (ii) That the annual basic salary of Commissioners should be 15% above D1 Step 10 salary for the SADC model. The salary for Commissioners would therefore be fixed as follows:

- Basic salary: SADC D1 Step 10 basic salary (US\$47,666.00), increased by 15%, i.e. $(US\$47,666.00 \times 1.15) = US\$54,816.00$;
- Post adjustment allowance: 40% of the basic salary, i.e. $(US\$54,816.00 \times 40\%) = US\$21,926.40$;
- Total salary (basic salary + post adjustment allowance) = $US\$54,816.00 + US\$21,926.40 = US\$76,742.40$.

The proposed new salary represents a 22.83% increase compared to the current salaries of Interim Commissioners;

- (iii) That with regard to the Deputy Chairperson, his/her annual basic salary should be calculated taking into account the D1 Step 10 salary increased by a percentage which would be the arithmetical average between the increased rate of the salaries of the Chairperson and the Commissioners, in other words, $(50\% + 15\%)/2 =$

32.5%. The salary of the Deputy Chairperson would therefore be fixed as follows:

- Basic salary: SADC D1 Step 10 basic salary (US\$47,666.00), increased by 32,50%; i.e. (US\$47,666.00 x US\$1,325) = US\$63,157.00;
- Post adjustment allowance: 40% of the basic salary, i.e. (US\$63,157.00 x 40%) = US\$25,262.80;
- Total salary (basic salary + post adjustment allowance) = US\$63,157.00 + US\$25,262.80 = US\$88,419.80.

5. The Executive Council recommends the following entitlements to be provided by the Organisation for the Members of the Commission:

a) For the Chairperson:

- (i) Free furnished house – Africa House is the official residence of the AU Chairman;
- (ii) Five (5) household staff (including a guard) paid by the Commission;
- (iii) One (1) official car with One (1) driver;
- (iv) One (1) service car with One (1) driver;
- (v) Free Utilities (Water and Electricity);
- (vi) Free telephone (office and residence)

b) For the Deputy Chairperson

- 1. Free furnished house;
- 2. Four (4) household staff (including a guard);
- 3. One (1) official car with One (1) driver;
- 4. One (1) service car with One (1) driver;
- 5. Allowance for Utilities (Water and Electricity);
- 6. Free telephone (office and residence)

c) For the Commissioners

- 1. Housing Allowance
- 2. Three (3) household staff (including a guard)
- 3. One (1) official car and one (1) driver
- 4. Allowances for Utilities (Water and Electricity)
- 5. Allowance for telephone (installation & rental) free telephone-official calls (office & residence) - local calls

6. The Executive Council also recommends that all decisions relating to the conditions of service be effective 1st January 2004.

II POST ADJUSTMENT AND HOUSING ALLOWANCE

7. The Executive Council recommends as follows:

- a) That the current practice of paying post adjustment allowance and housing allowance to the various categories of staff at the specified rates should be maintained;
- b) The two allowances should not be merged to form the Cost Of Living Allowance (COLA) as has been proposed by the Commission and that the two should be paid separately as had been the practice in the OAU. The Commission was requested to present concrete proposals to determine the percentages of the post adjustment allowance;
- c) Comparative studies be carried out to determine which categories of staff should be entitled to these two allowances and the mode of payment.

III. DEPENDENCY AND EDUCATION ALLOWANCES

8. The Executive Council recommends as follows:

Dependency allowance:

- a) That in view of the role played by the family, in particular a spouse in the life of a staff member, the principle of dependency allowance be accepted;
- b) That the proposal for the payment of a lump sum as dependency allowance to a single staff should not be accepted;
- c) That the maximum number of children to be considered as dependents be four (4) for every staff member, and that any of these four (4) dependents leaving the dependency list should not be replaced;
- d) That dependent children should also include legally adopted children;
- e) That the maximum age of a dependent child of existing staff members be maintained at twenty-four (24) while that for dependent of new staff joining after July 2003, it should be lowered to twenty-one (21) years of age or when he/she obtains a first degree, whichever comes first;
- f) That the following amount be paid as dependency allowance:
 - For a spouse: 5% of the basic salary of the staff member provided the total annual amount is not below US\$ 200.00;

- For each dependent child an annual amount of US\$ 250.00 per child.

Education allowance

9. The Executive Council recommends as follows:

- a) That the Education allowance be increased to US\$ 6,500.00 per eligible child up to four (4) children;
- b) That the current practice of paying 75% of education claim up to the determined maximum ceiling be maintained upon presentation of the relevant documents;
- c) That in principle the payment of a token education allowance to locally recruited staff members be accepted. The percentage has to be determined after a comparative study has been carried out on the financial implications.

IV. DAILY SUBSISTANCE ALLOWANCE (DSA)

10. After considering the proposals of the PRC, the Executive Council endorsed the following principles:

- (i) DSA should take into account the cost of living in every city;
- (ii) All staff members should have the same DSA rate.

Based on the principles listed above, the Executive Council recommends as follows:

- (i) A variable rate daily subsistence allowance system according to cities and living conditions in these cities should be introduced within the Commission;
- (ii) That the system in force in SADC (in other words, the United Nations scale increased by 40% for the Chairperson, 30% for the Deputy Chairperson and 20% for the rest of the staff) should apply to the Commission;
- (iii) That the Commission should continue the studies with a view to regular revision of the scale.

V. INSTALLATION ALLOWANCE

11. The Executive Council recommends as follows:

- a) That installation allowance be paid to newly recruited staff for a maximum of thirty (30) days on the clear understanding that no housing allowance is paid for the same period;

- b) That for staff members on transfer, installation allowance be paid for a maximum period of thirty (30) days on the clear understanding that no housing allowance is paid for the same period;
- c) That for spouse and dependent children the current practice of awarding 50% of the approved DSA rate for the same period be maintained.

VI. OVERTIME/COMPENSATION

12. The Executive Council recommends as follows:

- a) That a maximum of 25 % of the GSB category staff's basic salary paid as overtime in cash be maintained;
- b) That the official working hours be increased to a 40 hour week in accordance with the general practice on the continent and overtime be calculated after the official 40 hour week had been worked;
- c) That the idea of compensatory days be considered for all categories of staff and the principle of granting days-off be introduced;
- d) That the Management should determine the maximum overtime hours that should be allowed for any category of staff members so as to ensure that no staff was unduly compelled to work long and sustained hours. In this regard, measures should be taken to provide adequate human resources to perform the duties required within official working hours and reasonable overtime hours.

VII. ACTING ALLOWANCE

13. The Executive Council recommends as follows:

- a) That the principle of acting allowance be accepted;
- b) That the officer designated to act in an interim capacity should be the next most senior officer within the Department, Division or Unit and should have the qualifications required;
- c) That the acting period should not exceed one (1) year, except under exceptional circumstances (e.g. training) which should be specified in the Staff Rules;
- d) That after the period of one year has elapsed, the post should be declared vacant;

- e) That the staff member who has held the post in an acting capacity should;
 - Be allowed to compete together with any other eligible candidate (from outside or within the house);
 - Be confirmed if the evaluation shows that he/she has the requisite qualifications and skills and that he/she has satisfactorily performed his/her acting duties.
- f) That AU mission of long duration should not exceed one (1) year and the staff be paid DSA for only one (1) month. However, if the staff exceeds the period of one month, he/she should be considered as being on posting or transfer.
- g) That disciplinary measure should be taken against staff members who fail to report back to their duty stations.

VIII. CONTRIBUTION TO THE TRAINING FUND

14. The Executive Council recommends as follows:

- a) That there is a need for the Commission to undertake a study in order to establish a Training Fund that would encourage continued training and development of skills of staff within the Organisation;
- b) That there is an urgent need to prepare a Training Plan for the AU which should be appropriately budgeted for;
- c) That this allowance should not be considered as a statutory allowance.

IX. SALARY ADVANCES AND CAR LOANS

15. The Executive Council recommends as follows:

- a) That staff members may be granted salary advances and car loans;
- b) That appropriate mechanisms to ensure the refund of these loans and advances should be specified in the Organization's Rules and Regulations.

X. ANNUAL AND HOME LEAVE

16. The Executive Council recommends as follows:

- a) That all categories of staff be granted the same number of leave days i.e. twenty-eight (28) working days leave per annum;
- b) That a mechanism be put in place to ensure that the accumulation of leave days should not exceed 110 working days at the end of the staff members career;
- c) That staff members should take a minimum of thirty (30) working days of their leave in a period of two (2) years;
- d) That clear and precise procedures for the granting of leave in advance be established;
- e) That further clarification be given regarding all entitlements issued to staff members on home leave and that for the time being, staff members only be entitled to air tickets when proceeding on home leave;

XI. SPECIAL LEAVE

17. The Executive Council recommends as follows:

- a) That staff members should be allowed to request for special leave:
- b) That the leave entitlements should be as follows.

i) For personal reasons

- Five (5) working days in the following cases:
- Death of a spouse, child, father, mother, brother, sister, mother-in-law and father-in-law
- Confinement of a wife;
- Wedding of the staff member or child.

However, such leave may not exceed ten (10) working days during any calendar year.

ii) To enable them undertake a course of study in the interest of the Organization and or for Training purposes;

The Staff Rules should determine the conditions and terms for special leave for training purposes. However, a study leave of six (6) months to one (1) year can only be granted once in every five (5) years. Furthermore, staff

members who have undergone training at the expense of the Organization should sign a training bond for a specified period of time.

iii) Leave of absence

Up to a maximum of twelve (12) months without pay.

XII. SOCIAL SECURITY

A. (i) Sick leave

18. The Executive Council recommends that the existing practice and sick leave entitlements be maintained for the AU

(ii) Medical Insurance, Medical Assistance Plan, Medical Evacuation;

19. The Executive Council agreed that the issues of Medical and Insurance related compensation be combined and that an ad-hoc committee be established by the Commission to conduct a thorough study and propose a comprehensive Medical Care Scheme for the AU.

B. MATERNITY/PATERNITY LEAVE

20. The Executive Council recommends as follows:

Maternity leave

- a. That paid maternity leave should be of fourteen (14) weeks duration. Staff members concerned should be allowed to continue working up to two (2) weeks before delivery upon receipt of a medical certificate affirming their ability to work up to that period;
- b. That paid maternity leave should accrue up to a maximum of four (4) occasions during the staff member's entire career with the Organization. This provision is limited to four (4) children. However, special un-paid leave can be arranged for maternity and paternity leave beyond the maximum number specified.

Paternity leave

- a. That paternity leave should be for a period of five (5) calendar days;
- b. That flexibility be introduced within the Organization for a nursing parent to be allowed up to one (1) hour free feeding time per day up to a period of one (1) year.

C. ASSISTANCE TO STAFF WHO SUSTAIN INJURIES LEADING TO PERMANENT DISABILITY AND FAMILIES OF STAFF WHO PASS AWAY WHILE IN SERVICE

21. The Executive Council recommends as follows:

- a) That an advance of two (2) months gross salary of the staff member be made available to the beneficiaries or permanently disabled staff member, the amount of which should be deducted before payment of the final entitlements to either the staff member (if disabled) or to the beneficiaries (in case of death of staff);
- b) That 75% of the school fees for the on going school year be paid by the Organization to the beneficiaries and should not be deducted from the Insurance claim.

D. LIFE/ACCIDENT/DISABILITY INSURANCE SCHEME

22. The Executive Council recommends as follows *i.e.* “ That while continuing the present arrangement with ALICO, an ad hoc Committee comprising Experts and Representatives of the Management and the Staff be set up to consider various offers from other insurers, including ALICO to see if the annual insurance premium can be reduced and the level of service improved.”

E. SEVERANCE PAY

23. The Executive Council recommends as follows:

- a) That clearly defined principles and guidelines be established indicating the procedures for awarding severance pay to separating staff members;
- b) That the current basis for calculating severance pay should be maintained since the salary scale is to be improved;
- c) That no payment of severance pay be awarded to any staff member who is to separate for reasons of serious misconduct.

F. PENSION SCHEME

24. The Executive Council recommends as follows:

a. The level of contributions be as follows:

- Organization: 15%
- Eligible Staff members: 8%

b. In view of the fact that management of the Fund is a sensitive issue, a Joint Management Committee should be established and tasked to submit a pension plan for consideration.

G. RETIREMENT

25. The Executive Council recommends as follows:

a) Compulsory Retirement

- i) That staff members who have served the Organization continuously for thirty- (30) years should retire from the service of the Organization;
- ii) That staff members in the service of the Organization and who have attained the age of sixty (60) years should retire from the service of the Organization;
- iii) That in exceptional cases, and following the formal separation from service, former staff members may be offered a separate contract of eleven (11) months duration, renewable only once should the Organization deem it necessary.

b) Voluntary Retirement

The Executive Council recommends that a staff member who has continuously served the Organization for twenty (20) years and has attained the age of fifty (50) years be allowed to retire voluntarily.

XIII. TRAVEL

26. The Executive Council recommends as follows:

- That the Organization should only cover ticket cost, airport tax and visa fees as well as the cost of transportation from the airport to the hotel and vice versa;
- To grant excess baggage in case of official mission to enable staff to carry documents.

a) Types of travel

27. The Executive Council retained the following types of travel:

- Travel on official missions;
- Travel on recruitment, transfer or separation;
- Travel on home leave;
- Travel on Training;
- Travel on medical evacuation;
- Travel on emergency evacuation for security reasons at duty station.

b) Class of travel

28. The Executive Council recommends as follows:

- i. That the Officials and staff members travel as follows:

▪ Chairperson:	First class;
▪ Deputy Chairperson:	First class;
▪ Commissioners:	First class;
▪ All other Staff Members:	Economy class.
- ii. That the spouses and children of all staff members other than elected officials travel in the same class as the staff member concerned;
- iii. That the spouses and children under the age of ten (10) of elected officials travel in the same class as the elected official and those over ten (10) travel economy class;
- iv. That payment of two (2) days DSA to staff in transit while proceeding on home leave as proposed by the Commission be discontinued;
- v. That the Commission works out a mechanism for the implementation of the mileage allowance when the staff uses his/her own car while on official mission;

- vi. That staff members travelling in economy class for more than eight (8) continuous hours without breaking their journey, be upgraded to the next class above.

c) Transportation in case of death

29. The Executive Council recommends that in case of death of a staff member, the Organisation should bear the following costs:

- One round-trip ticket for one (1) member of the family to accompany the remains back to his/her country;
- All costs relating to the preparation and transportation of the remains;
- Repatriation of the dependants of the late staff.

d) Transportation of household goods and personal effects

30. The Executive Council recommends that staff members should be entitled to the transportation of household goods and personal effects on recruitment, transfer and separation, at the rate of four (4) tons in sea freight

XIV. WORKING ENVIRONMENT

31. The Executive Council recommends as follows:

- a) That all staff members be provided with a conducive environment in which to perform their duties;
- b) That a conducive atmosphere should be promoted by the management in order to contribute to the welfare of staff members;
- c) That all staff members be encouraged to participate in the decision-making process *in the various Units* in order to strengthen collective responsibility and team spirit;
- d) That performance evaluation system should be participatory in order to promote a more objective staff appraisal;
- e) That an adequate training system be provided to ensure upgrading of the skills of staff members;

- f) That adequate privileges and Immunities in the Headquarters/Host Country Agreement should be provided to facilitate the work and living conditions of staff members at different duty stations;
- g) That the OAU General Convention on immunities and Privileges be reviewed to reflect the new developments with the creation of the African Union;
- h) That adequate Library and Documentation facilities be provided;
- i) That recreational facilities as well as facilities for nursing parents should be provided.

XV. DISCIPLINARY REGIME/CODE

32. The Executive Council recommends as follows:

- a) That there is an urgent need for the Commission to prepare a Disciplinary Code to guide the Commission in establishing a system to deal appropriately and consistently with each category of indiscipline;
- b) That failure by a staff to fulfil his/her statutory family obligations, would also lead to disciplinary action.

XVI. POLICIES, PROCEDURES & METHODOLOGIES IN HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT

A. HUMAN RESOURCE MANAGEMENT

1. Staff recruitment

33. In compliance with Article 18.6(b) of the Statutes of the Commission, which stipulates that:

“In recruiting senior administrative, professional and technical staff, the Recruitment Board shall:

- b. apply a quota system recommended by the Executive Council and approved by the Assembly on the basis of a minimum number of posts allocated to a Member State, and additional posts allocated on the basis of agreed criteria including assessed contributions.”

and based on the principles of rationality, equity and solidarity, the Executive Council is of the view that a fixed number of staff based on membership factor be allocated to every Member State. To this fixed quota, additional posts be allocated on the basis of assessed contributions (contribution factor).

34. With regard to the categories of staff to be included/excluded from the quota, the Executive Council took into account the following principles:

- i. Elected Officials and Staff on Special Appointments, e.g. Special Assistants, Personal Attaché, Press Attaché, Director and Deputy Director in the Bureau of the Chairperson, Head of Bureau of the Deputy Chairperson should not be included in the quota, since they are not recruited in accordance with established recruitment procedures and are separated from service when the elected official leaves the service of the Organization;
- ii. Professional technical staff, e.g. Translators, Interpreters, Revisers and Proofreaders should be included in the quota for the following reasons:
 - The professional technical staff members are recruited in accordance with laid-down recruitment policies and procedures. They enjoy all related benefits, allowances, and salary similar to those of other professional category staff within the Organization;
 - The technical staff are eligible to move from their category to supervisory/managerial positions;
 - The United Nations system excludes the technical staff from its quota list taking into consideration the total number of its staff. The AU on the other hand, with its limited number of staff, should include technical staff on its quota so as to enable all countries to be represented;
 - Member states who have professional technical staff within the establishment of the Organization could rightly claim not to be represented if the technical category staff are excluded from the quota.
- iii. General Service Category Staff members, although representing almost 30% of the current staff population, should not be part of the quota, however and in order to enable all Member States to have their nations represented at the General Service levels within the Commission, it is being proposed that a Policy decision be made authorizing the following:

- Recruitment for posts within Grade GSA4 and above category, i.e., Administrative Assistants, Assistant Accountants, Typing Pool Supervisors, etc. be open to all nationals of Member States for both international and local recruitment;
- Posts below GSA4 be open to all nationals of Member States, however, recruitment should be strictly on local terms;

35. Based on the above principles, the Executive Council recommends as follows:

- a. Elected Officials, staff on special Appointment as well as the General Service Category Staff members should not be included on the quota.
- b. A fixed number of 4 (four) staff should be allocated to each Member State and thereafter the remaining number of staff be distributed based on the assessed contribution of each Member State.
- c. The issue of Gender distribution as stipulated in the Statutes of the Commission be applied at the Recruitment level The issue of Gender distribution as stipulated in the Statutes of the Commission be applied at the Recruitment level
- d. Recruitment for posts within Grade GSA4 and above category, i.e., Administrative Assistants, Assistant Accountants, Typing Pool Supervisors, etc. be open to all nationals of Member States for both international and local recruitment.
- e. Posts below GSA4 be open to all nationals of Member States, however, recruitment should be strictly on local terms.
- f. That GSA4 category staff could compete for higher posts provided they have acquired the requisite qualifications;
- g. That candidates being considered for employment within the Commission should have good command of one of the official working languages. However, *a* working knowledge of a second language would be an added advantage;
- h. That an internal recruitment body be set up to deal with recruitment, appointments, promotion, and staff development;
- i. That the Recruitment body be chaired by the Deputy Chairperson who is in charge of the Administration and Finance of the Commission and be composed of Representatives of various components of the Commission as follows:

- Staff Association;
- Office of the Legal Counsel;
- Administration and Human Resources Development Directorate;
- Women, Gender and Development Directorate;
- Department concerned. In selecting resource persons, the Department should ensure that its Representative(s) has/have the relevant expertise;

j. That in addition to these statutory members, external resource persons may assist the Board;

2. Staff Management

36. The Executive Council recommends as follows:

- That staff mobility should not be an obstacle for qualified staff to move up to where they would serve the Organization better.

3. Staff Motivation (Recognition for services rendered to the Commission)

37. The Executive Council recommends as follows:

- a) That the principle of rewarding staff members who excel in the performance of their duty be favourably considered; however, this reward should not be monetary, neither should it be considered as a statutory entitlement;
- b) The introduction of a reward system for exceptional services rendered to the organization; this system will consist of honorary awards, certificates, congratulatory messages and distribution of medals.
- c) The Commission's proposal for retired staff members to have access to some of the facilities of the AU offices was accepted in principle.

B. HUMAN RESOURCE DEVELOPMENT

1. Staff Career Development

38. The Executive Council recommends as follows:

- a) That a Career Development Plan should be developed for all staff members of the Commission, taking into account the grading and salary scales proposed for each category;

- b) That the Commission should prepare a Career Development Plan according to professional category;
- c) That the Career Development Plan should be devised in such a way so as to ensure upward mobility, competitive spirit among staff as well as recognition of outstanding performance;
- d) That the Career Development Plan should effectively provide for a promotion/advancement scheme, which would facilitate movement to higher grades within a reasonable time for meritorious staff;
- e) That the Commission should provide Counselling as part of the Career Development Plan.

2. Staff Appraisal

39. The Executive Council recommends as follows:

- a) That a mechanism be proposed to deal with staff strengths and weaknesses when detected;
- b) That all necessary actions be taken immediately after Maputo.

3. Staff Training

40. The Executive Council recommends as follows:

- a) That a Policy for continuous training of staff be developed;
- b) That a detailed Training Plan be put in place and that while the Plan should benefit the staff members, it preserves the interest of the Organization;
- c) That the principle of a Training Fund to be financed by the Organization was acceptable; however, the modalities and mode of financing the Fund would have to be determined;
- d) That the Commission should ensure that staff members who benefit from Training Programmes return and effectively serve the Organization.

ANNEX: 1 AFRICAN UNION SALARY SCALE FOR GENERAL SERVICES (B) AS OF 1ST JANUARY 2004 IN ACCORDANCE WITH DECISIONS Ext.EX/CL/Dec.5 (III) AND EX/CL/Dec.34 (III) AS ENDORSED BY THE ASSEMBLY (ASSEMBLY/AU/Dec.22 (II), MAPUTO 10-12 JULY 2003)											
Staff Categories	Classification	I	II	III	IV	V	VI	VII	VIII	IX	X
Locally recruited Staff 1	GSB1 N	871	991	1111	1231	1351	1471	1591	1711	1831	1951
General Service Staff 1st in class	O	874	949	1022	1097	1172	1245	1320	1395	1469	1543
Locally recruited Staff 2	GSB2 N	1245	1413	1581	1749	1917	2085	2253	2421	2589	2757
General Service Staff 2nd in class	O	1245	1329	1413	1497	1580	1664	1748	1832	1916	1999
Locally recruited Staff 3	GSB3 N	1778	1994	2210	2426	2642	2858	3074	3290	3506	3722
General Service Staff 3rd in class	O	1766	1878	1990	2101	2213	2324	2436	2547	2659	2770
Locally recruited Staff 4	GSB4 N	2309	2573	2837	3101	3365	3629	3893	4157	4421	4685
General Service Staff 4th in class	O	2474	2640	2808	2975	3143	3310	3478	3644	3812	3979
Locally recruited Staff 5	GSB5 N	3252	3564	3876	4188	4500	4812	5124	5436	5748	6060
General Service Staff 5th in class	O	3394	3580	3765	3951	4138	4324	4509	4695	4882	5067
Locally recruited Staff 6	GSB6 N	4332	4692	5052	5412	5772	6132	6492	6852	7212	7572
General Service Staff 6th in class	O	4277	4500	4723	4946	5169	5392	5615	5839	6062	6285
Locally recruited Staff 7	GSB7 N	4980	5388	5796	6204	6612	7020	7428	7836	8244	8652
General Service Staff 7th in class	O	5858	6155	6453	6751	7047	7345	7616	7941	8237	8535
Locally recruited Staff 8	GSB8 N	5616	6048	6480	6912	7344	7776	8208	8640	9072	9504
General Service Staff 8th in class	O	7996	8349	8703	9056	9409	9762	10115	10470	10826	11176
Locally recruited Staff 9	GSB9 N	6795	7251	7707	8163	8619	9075	9531	9987	10443	10899
General Service Staff 9th in class	O	9669	10042	10413	10786	11157	11529	11901	12273	12645	13017
Locally recruited Staff 10	GSB10 N	7815	8295	8775	9255	9735	10215	10695	11175	11655	12135
General Service Staff 10th in class	O	11078	11715	12088	12459	12831	13203	13575	13947	14319	14690

N = New Salary

O = Old Salary Scale since March 2002.

ANNEX: 1 AFRICAN UNION SALARY SCALE FOR GENERAL SERVICES (A)											
AS OF 1ST JANUARY 2004 IN ACCORDANCE WITH DECISIONS Ext.EX/CL/Dec.5 (III) AND EX/CL/Dec.34 (III)											
AS ENDORSED BY THE ASSEMBLY (ASSEMBLY/AU/Dec.22 (II), MAPUTO 10-12 JULY 2003)											
Staff Categories	Classification	I	II	III	IV	V	VI	VII	VIII	IX	X
Junior II –Admin & Clerical Staff	GSA1 N	5812	6230	6647	7064	7482	7899	8317	8734	9151	9569
	O	6136	6323	6509	6694	6880	7067	7252	7438	7625	7810
Junior I –Admin & Clerical Staff	GSA2 N	6684	7164	7644	8124	8604	9084	9564	10044	10524	11004
	O	7067	7345	7625	7903	8182	8461	8740	9018	9298	9577
Senior II –Admin & Clerical Staff	GSA3 N	7950	8496	9042	9588	10134	10680	11226	11772	12318	12864
	O	8554	8888	9223	9558	9892	10228	10563	10897	11232	11567
Senior I –Admin & Clerical Staff	GSA4 N	9216	9828	10440	11052	11664	12276	12888	13500	14112	14724
	O	10600	10934	11269	11604	11938	12273	12607	12942	13277	13611
Principal Admin & Clerical Staff	GSA5 N	11316	12024	12732	13440	14148	14856	15564	16272	16980	17688
	O	12552	12905	13258	13611	13966	14319	14672	15025	15379	15732
Principal Admin & Clerical Staff	GSA6 N	13992	14844	15696	16548	17400	18252	19104	19956	20808	21660
	O	15807	16178	16550	16922	17294	17666	18038	18409	18782	19153

N = New Salary

O = Old Salary since March 2002.

ANNEX: 1 AFRICAN UNION SALARY SCALE FOR PROFESSIONAL AND TECHNICAL STAFF AS OF 1ST JANUARY 2004 IN ACCORDANCE WITH DECISIONS Ext.EX/CL/Dec.5 (III) AND EX/CL/Dec.34 (III) AS ENDORSED BY THE ASSEMBLY (ASSEMBLY/AU/Dec.22 (II), MAPUTO 10-12 JULY 2003)												
Staff Categories	Classification		I	II	III	IV	V	VI	VII	VIII	IX	X
Assistant Officer	P1	N	15120	16032	16944	17856	18768	19680	20592	21504	22416	23328
		O	13388	13854	14319	14783	15248	15714	16178	16643	17107	17573
Second Officer	P2	N	19512	20592	21672	22752	23832	24912	25992	27072	28152	29232
		O	16736	17219	17703	18186	18670	19153	19637	20120	20603	21091
First Officer	P3	N	23880	25032	26184	27336	28488	29640	30792	31944	33496	34648
		O	20455	20976	21497	22017	22538	23059	23580	24099	24620	25141
Senior Officer	P4	N	28248	29472	30696	31920	33144	34368	35592	36816	38040	39264
		O	24732	25290	25847	26405	26964	27522	28080	28637	29195	29753
Principal Officer	P5	N	31824	33108	34392	35676	36960	38244	39528	40812	42096	43380
		O	29753	30347	30943	31538	32133	32728	33324	33918	34515	35108
Executive Secretary	P6	N	33695	35009	36323	37637	38951	40265	41579	42893	44207	45521
		O	31872	32486	33100	33713	34328	34940	35555	36169	36782	37396
Director of Department	D1	N	35568	36912	38256	39600	40945	42289	43633	44977	46321	47666
		O	35238	35889	36540	37191	37842	38493	39144	39795	40446	41096

N = New Salary

O = Old Salary Scale since March 2002.

ANNEX 2: AFRICAN UNION APPROVED STAFF QUOTA AS OF 01 JANUARY 2004 IN ACCORDANCE WITH DECISIONS EX/CL/Dec.34.(II) AND ENDORSED BY THE ASSEMBLY DECISION: ASSEMBLY/AU/Dec.22 (II), MAPUTO, MOZAMBIQUE					
			NUMBER OF POSTS BASED ON		
	MEMBER STATE	ASSESSED %	MEMBERSHIP	CONTRIBUTION	TOTAL POST
1	Algeria	8.25	4	13.45	17.45
2	Angola	1.68	4	2.74	6.74
3	Benin	0.75	4	1.22	5.22
4	Botswana	1.75	4	2.85	6.85
5	Burkina Faso	0.75	4	1.22	5.22
6	Burundi	0.75	4	1.22	5.22
7	Cameroon	3.04	4	4.96	8.96
8	Cape Verde	0.75	4	1.22	5.22
9	Central African Republic	0.75	4	1.22	5.22
10	Chad	0.75	4	1.22	5.22
11	Comoros	0.25	4	0.41	4.41
12	Congo	0.75	4	1.22	5.22
13	Cote d'Ivoire	3.59	4	5.85	9.85
14	Democratic Rep. Of Congo	1.39	4	2.27	6.27
15	Djibouti	0.25	4	0.41	4.41
16	Egypt	8.25	4	13.45	17.45
17	Equatorial Guinea	0.25	4	0.41	4.41
18	Eritrea	0.75	4	1.22	5.22
19	Ethiopia	1.63	4	2.66	6.66
20	Gabon	1.62	4	2.64	6.64
21	Gambia	0.25	4	0.41	4.41
22	Ghana	1.91	4	3.11	7.11
23	Guinea	1.20	4	1.96	5.96
24	Guinea Bissau	0.25	4	0.41	4.41
25	Kenya	2.92	4	4.76	8.76
26	Lesotho	0.75	4	1.22	5.22

**ANNEX 2 AFRICAN UNION APPROVED STAFF QUOTA AS OF 01 JANUARY 2004
IN ACCORDANCE WITH DECISIONS EX/CL/Dec.34.(III) AND ENDORSED BY THE
ASSEMBLY DECISION: ASSEMBLY/AU/Dec.22 (II), MAPUTO, MOZAMBIQUE**

			NUMBER OF POSTS BASED ON		
	MEMBER STATE	ASSESSED %	MEMBERSHIP	CONTRIBUTION	TOTAL POST
27	Liberia	0.25	4	0.41	4.41
28	Libyan Arab Jamahiriya	8.25	4	13.45	17.45
29	Madagascar	1.05	4	1.71	5.71
30	Malawi	0.75	4	1.22	5.22
31	Mali	0.75	4	1.22	5.22
32	Mauritania	0.75	4	1.22	5.22
33	Mauritius	1.59	4	2.59	6.59
34	Mozambique	0.95	4	1.55	5.55
35	Namibia	1.38	4	2.25	6.25
36	Niger	0.75	4	1.22	5.22
37	Nigeria	8.25	4	13.45	17.45
38	Rwanda	0.75	4	1.22	5.22
39	Saharawi Arab Dem. Rep.	0.25	4	0.41	4.41
40	Sao Tome & Principe	0.25	4	0.41	4.41
41	Senegal	1.54	4	2.51	6.51
42	Seychelles	0.25	4	0.41	4.41
43	Sierra Leone	0.25	4	0.41	4.41
44	Somalia	0.75	4	1.22	5.22
45	South Africa	8.25	4	13.45	17.45
46	Sudan	2.99	4	4.87	8.87
47	Swaziland	0.75	4	1.22	5.22
48	Togo	0.75	4	1.22	5.22
49	Tunisia	6.89	4	11.23	15.23
50	Uganda	1.86	4	3.03	7.03
51	United Republic of Tanzania	1.70	4	2.77	6.77
52	Zambia	0.75	4	1.22	5.22

ANNEX 2 AFRICAN UNION APPROVED STAFF QUOTA AS OF 01 JANUARY 2004
 IN ACCORDANCE WITH DECISIONS EX/CL/Dec.34.(III) AND ENDORSED BY THE
 ASSEMBLY DECISION: ASSEMBLY/AU/Dec.22 (II), MAPUTO, MOZAMBIQUE

			NUMBER OF POSTS BASED ON		
	MEMBER STATE	ASSESSED %	MEMBERSHIP	CONTRIBUTION	TOTAL POST
53	Zimbabwe	2.07	4	3.37	7.37
	TOTAL	100	212	163.00	375.00

NOTE

TOTAL NUMBER OF POSTS:

762

POSTS NOT INCLUDED IN THE QUOTA:

* ELECTED OFFICIALS: 10

* SPECIAL APPOINTEES: 14

* GENERAL SERVICE STAFF: 363

* NUMBER OF POSTS SUBJECTED TO QUOTA: 375..

2003-07

Report of the 3rd Ordinary Session of the Executive Council on the Proposed Structure, Human Resource Requirements and Conditions of Service for the Staff of the Commission of the African Union and Their Financial Implications

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