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UNION AFRICAINE

UNIÃO AFRICANA

Addis Ababa, Ethiopia

P. O. Box 3243

Telephone: 5517 700

Fax: 5517844

Website: www.Africa-union.org

AD9980

EXECUTIVE COUNCIL
Twenty-Third Ordinary Session
19 – 23 May 2013
Addis Ababa, ETHIOPIA

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**REPORT OF THE SUB-COMMITTEE OF THE WHOLE
ON STRUCTURAL REFORM**

Introduction

1. It is to be recalled that in June 2012 the PRC decided that its Sub-Committee on Structure Reforms be transformed to a Committee of the Whole. The Sub-Committee of the Whole on Structural Reforms held its first meeting on 16th of April, 2013 In the AUC New Conference Complex after the cancellation of two earlier attempts to convene the meeting due to lack of quorum. The Sub-Committee meeting was chaired by H.E. Mrs. Minata SAMATE Ambassador of Burkina Faso to Ethiopia and Permanent Representative to the AU and UNECA.

2. Attendance

Members of the Bureau

| | |
|-----------------|----------------------------------|
| 1. Burkina Faso | Chairperson |
| 2. Tanzania | 1 st Vice-chairperson |
| 3. Angola | 2 nd Vice-Chairperson |
| 4. Libya | 3 rd Vice-chairperson |
| 5. Guinea | Rapporteur |

3. The Following Member states attended the meeting: Algeria, Benin, Botswana, Burkina Faso, Burundi, Chad, Comoros, Congo, Congo, Democratic republic(DRC), Cote d'Ivoire, Egypt, Eritrea, Ethiopia, Kenya, Libya, Lesotho, Malawi, Mauritania, Mozambique, Namibia, Nigeria, Senegal, Sierra Leone, South Africa, South Sudan, Sudan, Tanzania, Togo, Tunisia, Uganda, Zambia and Zimbabwe.

Opening of the meeting

4. Opening the meeting, the Chairperson welcomed all members of the Sub-Committee and recalled earlier attempts to convene the meetings which were not successful due to lack of quorum. She welcomed the presence of Commissioner Ezin, Commissioner HRST, the staff of the Commission and PAU to the meeting. The Chairperson expressed her appreciation to the Ambassador of Congo, the outgoing Chairperson, for his excellent stewardship of the Sub-Committee during his tenure. She stated the general principles that guide the work of the Sub-Committee, namely; coherence with AUC established practices and nomenclature, effectiveness, efficiency and economy. She stated that since there were only two items on the agenda, the Sub-Committee should endeavor to complete its work in one day given the charged calendar of Meetings.

Adoption of the Agenda and organization of work

5. Following a short debate the Sub-Committee adopted the following agenda and programme of work.

Agenda

- 1) Opening of the Meeting
- 2) Organization of Work
- 3) Consideration of Structure proposals by the Commission and its Specialized Institutions and Offices:
 - A) Proposed Structure of the Pan African University
 - B) Proposed Structure for the Safety and Security Services Division (SSSD)
- 4) Any Other Business
- 5) Adoption of the Report and closure of the Meeting.

Organization of work

6. The Sub-Committee adopted the following work hours:
 - Morning, from 10 00 to 13 00 hrs.
 - Afternoon, from 15 00 to 18 00 hrs.

Agenda item 3. A Consideration of the proposals for the structure of PAU

7. Introducing the item, the acting Director of AHRM informed the Sub-Committee that in view of the many and frequent requests by departments, offices and institutions of the AUC, the Commission decided to seek the services of a competent consultancy firm or consortium to carry out a comprehensive assessment and make proposals for the review of the AUC structures. It is envisaged that the report of the consultants will be submitted to the Commission by September 2013. However, given the urgent need to address the critical need to provide PAU with a structure and to address the expanded role of the AUC Security Services and the urgent need to revamp this service, the Commission decided to submit proposals on the two issues to the Sub-Committee for consideration, pending the comprehensive review which will be submitted to the Sub-Committee for consideration in due course.

8. Following that statement H.E. Commissioner of HRST introduced the item on PAU. He recalled the AU Assembly Decision, Assembly/AU/290 (XV) adopted in July 2010 in Kampala, Uganda which established PAU as an autonomous institution of the Union. He informed the Committee that already three institutes of PAU are functional. The Commissioner appealed to the Sub-Committee to provide PAU with the necessary staff to enable it carry out its work and invited the representative of PAU to present the structure to the meeting.

9. The representative of PAU took the floor to present the proposed structure of PAU. He referred to the Organigram contained in the document before the Sub-Committee and provided explanation and clarifications stating that the structure is

modeled against standard structures of university institutions in Africa and the world. He referred to the Statutes of PAU adopted by the AU Assembly in January 2013 which provided for the management structure of PAU including the PAU Council, the Rectorate, the Senate and the Boards of Institutions.

Deliberations:

10. In the discussions that followed, members of the Sub-Committee raised the following issues:

- a) The proposed structure was too heavy and expensive. It did not take into account the capacity of Member States to pay;
- b) The proposal did not follow the standard grade and job title nomenclature with respect to the AU structures;
- c) The Sub-Committee believed that the main role of the Rectorate was that of co-ordination since the main responsibility would reside with the Universities hosting the five (5) initial institutes in the host countries;
- d) The proposal did not take into account all the costs that would be associated with the Structure and felt that certain hidden cost would greatly inflate the costs to the African Union and requested that all costs involved, including an estimate of operational costs should be provided;
- e) PAU should provide the Sub-Committee with information on the number of students currently enrolled and of its plans for the future;
- f) The proposal did not include a time frame for the implementation plan of PAU Structure. PAU structures should be established gradually and incrementally as it grows;
- g) Proposals were made to reduce some of the proposed posts and grades;
- h) The need to determine the hosting Country of the Rectorate and the responsibilities of the host Country were stressed since these would impact on the financial responsibilities to be borne by the Union regular budget;
- i) The Sub-Committee members recommended that the Commission and PAU should review the proposed structure with a view to reduce it and bring it in line with AU practices and to provide details of all hidden costs.

Recommendations

11. At the end of the debate, the Sub-Committee made the following conclusions:
- i) The Proposed Structure was too heavy and needed to be reviewed. The Commission should review the proposed structure with a view to bringing it in line with AU Practices, reduce the Cost to a reasonable level, taking into account the capacity of Member States to pay, and include all other hidden costs related to the structure;
 - ii) The Commission should bring detailed structure proposals accompanied by a detailed implementation plan and time frame to put in place the structure over a period of five years as PAU grows;
 - iii) The current proposals should provide PAU with a takeoff structure to be implemented in 2014;
 - iv) Recruitment of all staff should be guided by the AU principles for recruitment as specified in the Union Staff Regulation and Rules, including transparency, competitiveness, regional representation, gender balances, quota, efficiency and effectiveness;
 - v) The Commission and PAU should submit to the Sub-Committee during its next meeting to adopt its report new proposals for consideration and adoption.
12. The Sub-Committee endorsed the above recommendations.

| REVISED PAU LAUNCHING STRUCTURE | | | | |
|---|--------------------|-----------------|-----------------|---------------------|
| Job Title | Professional Grade | General Service | No. of Position | |
| THE BUREAU OF THE PAU RECTOR | | | | |
| Rector | D1 | | 1 | Political Appointee |
| Administrative Assistant | | GSA5 | 1 | |
| Senior Finance/Administration Officer | P3 | | 1 | |
| Senior Legal Officer | P3 | | 1 | |
| Secretary | | GSA4 | 1 | |
| Driver | | GSB7 | 1 | |
| Sub-Total | 3 | 3 | 6 | |
| I. OFFICE OF THE PAU VICE-RECTOR | | | | |
| Vice-Rector | P6 | | 1 | Political Appointee |
| Administrative Assistant | | GSA5 | 1 | |
| Senior Academic & Student Affairs Officer | P3 | | 1 | |
| Sub-Total | 2 | 1 | 3 | |
| II. OFFICE OF THE PAU INSTITUTES | | | | |
| Director of Institute | P5 | | 5 | |
| Administrative/Finance Officer | P2 | | 5 | |
| Sub-Total | 10 | 0 | 10 | |
| NET TOTAL | 15 | 4 | 19 | |

No. of Political Appointees: 02 (Rector and Vice-Rector)

No. of Professional positions to be subjected to AU Member States Quota: 13

13. RECRUITMENT IMPLEMENTATION PLAN

Recruitment shall be phased over a period of five (5) years

| Year | 2014 | 2016 | 2018 | 2020 |
|-------------|------|------|------|------|
| % of Budget | 40% | 20% | 20% | 20% |

14. CONDITIONS:

- A) In line with Regulation 6.4 of the African Union Staff Regulations and Rules, the recruitment process shall be competitive and conducted transparently without any form of discrimination. All professional positions (D1 to P1) and General Service Category A positions (GSA6, GSA5 and GSA4) shall be opened to international competition by all citizens of African Union Member States;
- B) All existing staff of PAU shall compete with both internal and external candidates for the structured and budgeted positions of Member States in full transparency, equity and fairness and the PAU recruitment process shall be fully overseen and supervised by the African Union Commission in line with the pertinent articles of the African Union Staff Regulations and Rules;
- C) Recruitments for all Professional positions should be governed by and merged with the overall quota distribution in the African Union Commission taking into account the regional distribution and gender balance;
- D) In line with the launching structure of the Pan African University, the PRC shall consider the review of the Statutes of the PAU with the objective of providing information on appointment of the Rector and Vice-Rector, the operation of the PAU Council, Senate as well as that of the Boards of Institutions and submit proposal of the amendments of the Statutes to the Assembly through the Executive Council.
- E) However, for the purpose of implementation of this launching PAU structure, the PRC is advised to submit to the Assembly through the Executive Council the request to amend article (..) of the PAU statutes to read: The grades and privileges of PAU Rectorate and all other positions should be determined by the Executive Council and its advisory PRC Sub Committees.

1. ESTIMATED REGULAR STAFF COST

**SUMMARY OF FINANCIAL IMPLICATIONS FOR THE PROPOSED PAU LAUNCHING STRUCTURE
ON NEW SALARY SCALE**

| No. | Grade | No. of Post | Basic Salary Scale - Step1 | Total Annual Basic Salary | Post Adj. 46% | Spouse Allowance 5% | Child Assumpti on x 2 per staff | Education Allowance x 2 children per staff | Housing Allowance | Pension Contribution 19% of Basic | Insurance Assumption Us\$1200 per staff per year | Total |
|-----|-------|-------------|----------------------------|---------------------------|-------------------|---------------------|---------------------------------|--|-------------------|-----------------------------------|--|---------------------|
| 1 | D1 | 1 | 73,646.00 | 73,646.00 | 33,877.16 | 3,682.30 | 500.00 | 15,600.00 | 16,819.20 | 16,371.51 | 1,200.00 | 161,696.17 |
| 2 | P6 | 1 | 57,515.00 | 57,515.00 | 26,456.90 | 2,875.75 | 500.00 | 15,600.00 | 16,819.20 | 12,785.58 | 1,200.00 | 133,752.43 |
| 3 | P5 | 5 | 47,829.00 | 239,145.00 | 110,006.70 | 11,957.25 | 2,500.00 | 78,000.00 | 84,096.00 | 53,161.93 | 6,000.00 | 584,866.88 |
| 4 | P3 | 3 | 35,300.00 | 105,900.00 | 48,714.00 | 5,295.00 | 1,500.00 | 46,800.00 | 43,243.20 | 23,541.57 | 3,600.00 | 278,593.77 |
| 5 | P2 | 5 | 29,287.00 | 146,435.00 | 67,360.10 | 7,321.75 | 2,500.00 | 78,000.00 | 72,072.00 | 32,552.50 | 6,000.00 | 412,241.35 |
| 6 | GSA5 | 2 | 14,852.00 | 29,704.00 | 13,663.84 | 1,485.20 | 1,000.00 | 31,200.00 | 24,019.20 | 6,603.20 | 2,400.00 | 110,075.44 |
| 7 | GSA4 | 1 | 12,096.00 | 12,096.00 | 5,564.16 | 604.80 | 500.00 | 15,600.00 | 12,009.60 | 2,688.94 | 1,200.00 | 50,263.50 |
| 8 | GSB7 | 1 | 6,536.00 | 6,536.00 | - | 326.80 | 500.00 | 5,040.00 | - | 1,241.84 | 1,200.00 | 14,844.64 |
| | | 19 | | 670,977.00 | 305,642.86 | 33,548.85 | 9,500.00 | 285,840.00 | 269,078.40 | 148,947.07 | 22,800.00 | 1,746,334.18 |
| | | | | | 9,169.29 | 1,006.47 | 285.00 | 8,575.20 | 8,072.35 | 4,468.41 | 684.00 | 32,260.72 |
| | | | | | | | | | | | | 1,778,594.90 |

Agenda Item 3 B: Consideration of the Proposed Structure of the Security and Safety Division of the AUC

15. Presenting the item, the Acting Director AHRM referred to the Executive Council Decision EX.CL/DEC696(XXI) which *inter alia* Requested the Commission” to submit appropriate structures to the PRC Sub-Committee on structures to beef up security staff strength and also submit proposals to the PRC to modernize its overall security system”. The Acting Director AHRM informed the Sub-Committee that Phase I of the modernization of the security system is currently under way which covered, among others, installation of CCTV system, main gates access, scanning equipment, gate controls...etc. She then went on to state that the responsibilities of the SSSD have greatly increased and that the Division has not undergone any comprehensive restructuring since its establishment under the OAU. She recalled that the PRC has provided for 49 additional short term staff in recognition of the critical shortages faced by the division. She added that in spite of that addition, the service is operating with unacceptable levels of overtime hours which could constitute serious threat to the AUC Security. She then went on to detail the services provided by the division including 24/7 security services of premises in shifts. The Chief of SSSD then provided further details on the proposed structure of the SSSD.

16. Following the presentation, the Sub-Committee made the following observations:

- i) Due to the ongoing modernization of the Security Services, it is proposed to defer the SSS Division restructuring, pending the completion of the modernization of the facilities taking into account the efficiency brought about by the modernization project;
- ii) Modernization and the introduction new technology improvements and equipment should lead to a reduction of the human resources required by the SSS Division;
- iii) SSS Division should be responsible for security inside the AUC premises and host country should handle security outside and around the AUC premises;
- iv) Pending the completion of modernization of Security Services Project, the Commission should consider recruitment of additional short term contract staff to close the human resources gap of the division up to mid-2014 when Phase II of the modernization would be completed. Comprehensive review of the SSS Division HR requirements should therefore be deferred to after consideration of Phase II of the security improvement exercise and be

carried on the basis of a study by an international independent security experts consultants;

- v) The housing of the Security Services within the AUC Management should be considered as part of the overall structure review of the AUC Structure and to be carried out by consultants;
- vi) AUC should review the number of access gates of the AUC premises with view of rationalizing their use and reduce their number;
- vii) Security staff should be fluent in at least English or French;
- viii) Recruitment for all grades in the Security Services should be open to competition by all nationals of Member States;
- ix) The Commission explained the need for additional security staff since modernization would only complement the Human Resources. Also the fact that AUC Security was grossly under staffed which constitute a real threat to the AUC. Clarifications were provided on recruitment to all grades of the AUC structure. Fire and ordinances hazards inside the premises was the responsibility of the Commission;
- x) Specialized roles such as firefighting and ordinances disposal should be the responsibility of the host country;
- xi) The Sub-Committee commended the host country for the security support it provides to the Commission and called on the Commission to strengthen its cooperation and coordination with the host country;
- xii) Reference was made to the new threats facing the AUC and the fact that it is now one of the targets of terrorist groups;
- xiii) Security in other external offices of the AU should also be strengthened in collaboration with host countries and the AUC Peace and Security Department as appropriate.

SUMMARY PROPOSAL OF THE SECURITY AND SAFETY SERVICES DIVISION

A. CURRENT STAFFING

* Some of the approved positions in the structure are not filled (2 x Security Supervisors at GSA5, and 3 x Security Guards at GSB8).

** Regular Staffs available to serve in Security and Safety Services are only 29 Making the total available staff 78 (29 regular +49 short term=78)

B. Detailed Deployment of Existing and Proposed staff

Perimeter Security

| No | Posts | Current Deployment | Over time hrs./wk | Proposed deployment | Over time hrs./ week |
|----|---|--------------------|-------------------|---------------------|----------------------|
| 1 | Old Main Gate (Vehicle, Pedestrians, entry and exit) | 6 | 16 | 5 | 2 |
| 2 | West Gate of Old Building | 2 | 16 | 3 | 2 |
| 3 | Gate 1 of the New Complex (Vehicle, Pedestrians entry and exit) | 4 | 16 | 4 | 2 |
| 4 | Gate 2 of the New Complex(exit) | 1 | 16 | 2 | 2 |
| 5 | Gate 3 of the New Complex | 0 | 16 | 0 | |
| 6 | Team Leader | 1 | 16 | 1 | 2 |
| | Sub Total per shift | 14 | | 15 | |
| | No of shifts | 3 | | 4 | |
| | Total No. of Guards | 42 | | 60 | |

Conference Security

| Approved Structure | Grade | Number |
|--|--------------------------|-------------|
| Management and supervisory staff | 1 P5, 1 P4, 2 P2, 3 GSA5 | 7 * |
| Secretary/ Receptionist | GSA4 | 1 |
| ID System Operator(Transferred to Passport and ID unit) | GSA4 | 1* |
| Security Guards | GSB8 | 26 |
| Sub total | | 35** |
| Current short term staff | GSB 8 | 49 |
| Sub total | | 85 |
| Proposed additional security guards | | 24 |

| No | Posts | Current Deployment | Over time hrs./week | Proposed deployment | Over time hrs./week |
|---|-------------------------------------|--------------------|---------------------|---------------------|---------------------|
| 1 | Old Conference Center | 2 | 20 | 2 | 20 |
| 2 | New Conf. Complex Main Entrance | 3 | 20 | 4 | 20 |
| 3 | New Complex Building Tower Entrance | 2 | 20 | 3 | 20 |
| 4 | Conference Halls | 0 | | 2 | 20 |
| 5 | Team Leader | 1 | 20 | 1 | 20 |
| Sub Total One shift | | 8 | | 12 | |
| Events take place on daily basis including weekends and late hours and it is proposed under 1 shift | | | | | |
| | Reception | 0 | | 2 | |
| | Warden | 0 | | 2 | 20 |
| | CCTV Control Room | 1x4shift =4 | 44 | 2x4 Shifts=8 | 2 |
| | Traffic management and surveillance | 5 | 20 | 5x1shift | 20 |
| Events take place on daily basis including weekends and late hours and it is proposed under 1 shift | | | | | |
| | AUC Store near the Vatican Embassy | 0 | | 1 | |
| | Secretary and Clerk (Mail) | 2 | | 2 | - |
| | Close protection of VIPs (CP& DCP) | 6 | | 6 | - |
| | Management Team | 4 | | 4 | - |
| Sub total | | 21 | | 30 | |
| Grand Total | | 78 | | 102 | |

- Considering the **24/7** nature of security and safety services, the above overtime working hours does not include public holidays and major events such as summit and high level meetings which require upgrading security deployments.
- Kindly note that the budget approved for **49** security officers in the 2013 budget with an amount **US\$ 570,240.00** is not for additional security support staff but for the existing short-term security support staff who served and still serving the Commission for 2 - 8 years. The budget is simply transferred from partners to Member States Contribution.
- The minimum and urgent requirement is **24** additional Security Guards at GSB8 to reduce abnormal overtime and physical fatigue. **The Annual Budget requirement is US\$266,037.12 (24 staff x USD923.74 monthly).**

Recommendations:

17. At the end of its deliberations the Sub-Committee made the following recommendations:

- a) The consideration of the structure of the SSSD should be deferred till the completion of Phase II of the Security Modernization project and should be based on Human Resources assessment and needs study prepared by a specialized international independent security consultancy firm;
- b) Pending the adoption of the revised structured, SSS Division should be provided with additional short term staff for the remaining part of 2013 and 2014 when the new structure would be in place;
- c) All positions of the Security Services should be opened for recruitment from all Member States taking into account the relevant rules of the AU;
- d) Security Staff should be at least fluent in English or French;
- e) Rationalize the use of access gates and endeavor to reduce the number;
- f) The Sub-Committee endorsed the proposal to beef up the number of short term staff and requested the Commission to make proposals to the Sub-Committee with a view to submitting the request to the PRC Sub-Committee on Finance and Administration for consideration.

Agenda item 4. Any Other Business

18. Under this item, members of the Sub-Committee called for the convening of another meeting of the Sub-Committee after the next Assembly Session to consider the Terms of Reference for the Comprehensive Review of the AUC Structure and to consider the reports on recruitment, quota, the list short-terms staff at the Headquarters and AUC Offices and other human resources issues made during the PRC meeting in Zanzibar. The proposal was endorsed by the Sub-committee.

19. There being no other business, the session was brought to close.

Agenda item5. Adoption of the Report and closure of the Meeting.

20. The Report of the Sub-Committee was adopted on 19 May 2013.

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