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**REPORT OF THE PRC SUB-COMMITTEE
ON STRUCTURAL REFORMS**

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ABBREVIATIONS AND ACRONYMS

ACALAN	African Academy of Languages
ACBF	African Capacity Building Foundation
ACHPR	African Commission on Human and People's Rights
ACSRT	African Centre for Studies and Research on Terrorism
AFDB	African Development Bank
AGA	Africa Governance Architecture
AHRMD	Administration and Human Resources Directorate
AIDA	Action for the Accelerated Industrial Development of Africa
AIR	African Institute of Remittances
AMDC	African Mineral Development Centre
AMV	African Mining Vision
APSA	African Peace and Security Architecture
AU	African Union
AUABC	African Union Advisory Board on Corruption
AUC	African Union Commission
BCP	Bureau of the Chairperson
BIAT	Boosting Intra-African Trade
CDC	Centre for Disease Control
CELHTO	Centre for Linguistic and Historical Study of Oral Tradition
CFTA	Continental Free Trade Agreement
CIDO	Citizens and Diaspora Directorate
CIEFFA	International Centre for Girls' and Women's Education in Africa
CISSA	Committee of Intelligence and Security Service of Africa
CP	Chairperson of the Commission
DCMP	Directorate of Conference Management and Publications
DCP	Deputy Chairperson of the Commission
DEFSA	Department of Economic, Financial and Statistics Affairs
DIC	Directorate of Communication and Information
DIE	Department of Infrastructure and Energy
DIT	Department of Industry and Trade
DPA	Department of Political Affairs
DREA	Department of Rural Economy and Agriculture
DSA	Department of Social Affairs
DTI	Department of Trade and Industry
EAD	Economic Affairs Department
ECOSOCC	Economic, Social and Cultural Council
EU	European Union
HDST	Human Development, Science and Technology
HRST	Human Resources, Science and Technology
IBAR	African Union Inter-African Bureau for Animal Resources
IPED	Pan-African Institute of Education for Development

ABBREVIATIONS AND ACRONYMS

ISC	Intelligence and Security Committee at the AUC
MSD	Medical Services Directorate
NEPAD	New Partnership for Africa's Development
NPCA	NEPAD Planning and Coordination Agency
OASTI	African Observatory of Science, Technology and Innovation
OAU	Organisation of African Unity
OIA	Office of Internal Audit
OLC	Office of Legal Counsel
OSG	Office of Secretary General
PAIPO	Pan African Intellectual Property Organisation
PANVAC	Pan African Vaccine Centre
PATTEC	Pan African Tsetse and Trypanosomiasis Eradication Campaign
PAU	Pan African University
PBFA	Programming, Budgeting, Finance and Accounting
PoW	Panel of the Wise
PRC	Permanent Representative Committee
PSD	Peace and Security Department
R&D	Research and Development
RECs	Regional Economic Communities
SAFGRAD	Semi-Arid Food Grains Research and Development
SPPMERM	Strategic Policy Planning, Monitoring, Evaluation and Resource Mobilisation
SRR/DDR	See Para 36 a
STISA	Science, Technology and Innovation Strategy for Africa
STRC	Scientific Technical Research Commission
TVET	Technical, Vocational and Educational Training
UN	United Nations
WGDD	Women and Gender Development Directorate



A. INTRODUCTION

1. It is to be recalled that the Executive Council, by its Decision EX.CL/Dec. 877 (XXVII) of June 2015 on the progress report on structure Doc EX.CL/895 XXVII (iii), encouraged the Sub-Committee and the Commission to intensify their efforts towards the development of a new structure based on the requirements of the AU Agenda 2063 Framework and its First Ten-Year Implementation Plan guided by the principles of subsidiarity and complementarity at national, regional (RECs) and continental levels to address the challenges of effective decisions and adequate service delivery. Furthermore the Executive Council decision requested the PRC to have a dedicated session to reflect on all the restructuring proposals in a holistic manner, including all AU Organs and external offices with the view to coming up with appropriate guidelines and recommendations on a new structure with its attendant financial and other related implications. The Executive Council also stressed the need for PRC to work towards the submission of the final proposals at the January 2016 Summit.

2. The meeting of the PRC Sub-Committee on Structural reform, held on 21-22 December 2015 and 5-6 & 11 January 2016, was chaired by H.E. Joseph Nourrice, Ambassador of the Republic of Seychelles to Ethiopia and Permanent Representative to the African Union.

B. MEMBERS OF THE BUREAU

3. The following are the members of the Bureau of the Sub-Committee on Structural Reform:

- | | |
|---------------------|----------------------------|
| • Seychelles | Chairperson |
| • Angola | 1 st Vice Chair |
| • Libya | 2 nd Vice Chair |
| • Equatorial Guinea | 3 rd Vice Chair |
| • Burkina Faso | Rapporteur |

C. ATTENDANCE

4. The following members of the PRC Sub-Committee attended the meetings:

- | | | | |
|-----------------|---------------------|--------------|----------------|
| • Algeria | • Egypt | • Malawi | • Sierra Leone |
| • Angola | • Equatorial Guinea | • Mali | • Somalia |
| • Benin | • Eritrea | • Mauritania | • South Africa |
| • Botswana | • Ethiopia | • Mauritius | • South Sudan |
| • Burkina Faso | • Gambia | • Mozambique | • Sudan |
| • Burundi | • Ghana | • Namibia | • Swaziland |
| • Cameroon | • Gabon | • Niger | • Tanzania |
| • Chad | • Guinea | • Nigeria | • Togo |
| • Comoros | • Kenya | • Rwanda | • Tunisia |
| • Congo | • Lesotho | • Sahrawi | • Uganda |
| • Cote D'Ivoire | • Liberia | • Senegal | • Zambia |
| • DRC | • Libya | • Seychelles | • Zimbabwe |
| | • Madagascar | | |

5. The Commission was represented by H. E. Erastus Mwencha, Deputy Chairperson; the Commissioner for Political Affairs; the Commissioner for Trade & Industry; Mr. Amine Idriss Adoum - Director of Administration and Human Resources Management (AHRM) and Messrs. Bryan Mezue and Tim Hill representing the consultancy firm - Bain & Company.

D. OPENING OF THE MEETING

6. The Chairperson of the Sub-Committee thanked the Member States for their attendance and acknowledged the presence of the members of the Commission. He reminded the Sub-Committee of the heavy schedule before it and the limited time at its disposal. He urged all members to participate actively in order to reach consensus and present the report to the PRC on time.

7. He mentioned that the tasks ahead in shaping the right structure were of crucial importance for the destiny of the continent in line with its responsibilities and expected deliverables specified in the Agenda 2063 and 10 years strategic implementation plan. He underscored that the revised structure should bring efficiency and effectiveness of the Commission in delivering its mandates. He thereafter invited Member States to adopt the agenda.

E. ADOPTION OF THE AGENDA

8. The meeting adopted the following agenda:

- A. Opening Remarks
- B. Adoption of the Agenda Programme
- C. Context, Methodology and Approach
- D. Proposed AUC Structure
 - i. Departments
 - ii. Support Directorates and offices
 - iii. Financial Implications and Efficiency Opportunities
 - iv. Process Maps and Decision Roles
- E. Executive Summary
- F. Implementation Roadmap
- G. Any other business

9. During the adoption of the agenda, some Members of the Sub-Committee requested that representatives of departments and directorates be present in the meeting so that during the deliberation, they could be given the opportunity to contribute and respond to concerns raised by the Sub-Committee. After the exchange of views on this matter, the meeting agreed that the presence of representatives of departments/directorates should not be a pre-condition for consideration of the proposed structure and that according to the Agenda Programme, the Sub-Committee would assess in detail the proposed structure of departments and directorates in the afternoon and therefore agreed to proceed with the meeting.

F. BRIEFING BY THE DEPUTY CHAIRPERSON OF THE COMMISSION

10. In his introductory remarks, the Deputy Chairperson of the Commission thanked the members of the PRC Sub-Committee for their dedicated presence and participation in the review of the proposed structure of the Commission. He indicated that though the meeting was originally planned to take place outside Addis Ababa, the Commission was honoured by the presence of 48 Member States which represented a positive sign of great importance of this subject matter. He mentioned that the initial Maputo 2003 Structure was designed from the OAU inherited structure and since then with the continuous evolution of the mandate, several adjustments were attempted in piecemeal ad-hoc manners but were found to be ineffective and inefficient.

11. He highlighted that with the Adoption of the Agenda 2063 and the 10 years Implementation Plan, there was need for the Commission to go back to the drawing board and decide how the structure of the Commission and other Organs of the Union could be improved to deliver the result that would be citizen-oriented for the African continent at large. He thanked the Chair of the PRC Sub-Committee - H.E. Joseph Nourrice, Ambassador of the Republic of the Seychelles; the Members of the Bureau of the PRC Sub-Committee; Members of the Commission; and the representative of Bain & Company for their heartfelt support and the in-depth communication and collaboration that had resulted into presenting the Commission's proposal for consideration by the august Committee.

12. He also informed the Sub-Committee about the plans underway to equip all conference rooms with smart conference computers so that the Commission's meetings become paperless. He emphasized that departments and directorates of the Commission had given their views of the structure through the Inside-In view whilst the Consultants had proposed a structure (Outside-In view) based on the agreed methodology, the various assessments, and benchmarking that were carried out with other regional and international organizations. He highlighted that the proposed structure was presented and approved by the Commission prior to its presentation to the PRC Sub-Committee.

13. He indicated that the Commission's proposal would not financially burden Member States taking into account the continent's economic challenges and that the exercise would historically set the path for an efficient and effective African Union. He concluded his presentation by thanking the Members of the PRC Sub-Committee for their presence and wished them good deliberation on the proposed state-of-the-art structure that would set the road map for the future of the Commission in delivering the expectation of Member States and the citizens of Africa.

G. CONTEXT, METHODOLOGY AND APPROACH

14. The Director of Administration and Human Resource Management Department (AHRMD) mentioned that the draft proposed structure was based on the result of the engagement that had been done since the meeting in Douala, Cameroon. He thanked all those involved in the exercise including the consultants and the team from AHRMD. He enumerated the methodology that would be used in running the meeting. He stated that the meeting would focus on the Commission and that the restructuring of the other Organs would be carried out at a later date.

15. He further informed the Sub-Committee that the draft proposal reflected the extensive input from all AUC's Departments (led by Commissioners) as well as Directorates under the Bureau of the Chairperson and the Deputy Chairperson and those from Representational and Specialized Technical Offices. The Commission underscored that the exercise was being undertaken along with several concurrent projects that were critical to the overall transformation agenda specifically the work being carried out by the African Capacity Building Foundation (ACBF); the modernization of the African Union technology and infrastructure and the parallel project on the AUC's optimal engagement framework with the RECs and other sister organizations.

16. In presenting the document, the representative of the consulting firm indicated that several factors had been identified as key areas of improvement. These areas, namely the ineffective structures that were not allowing key decisions; lack of clarity of roles and responsibilities for critical decision making; issue of competencies and skills at AUC as well as the building of confidence between AUC and Member States needed to be addressed; ineffective and inefficient decision processes; and a lack of a collaborative culture and cohesive leadership, motivated the comprehensive organizational restructuring of the Commission with a view to making it more effective and efficient.

17. The consultant briefed the meeting that on the basis of the compelling vision – African Union Agenda 2063, which laid down the path and focus over the next 50 years, the proposed structure of departments and directorates was designed on the basis of the seven key aspirations:

- A prosperous Africa based on inclusive growth and sustainable development;
- An integrated continent, politically united, based on the ideals of Pan Africanism;
- An Africa of good governance, respect for human rights, justice and the rule of law
- A peaceful and secure Africa;
- An Africa with a strong cultural identity, common heritage, values and ethics;
- An Africa whose development is people-driven, focusing on potential of its women and youth; and
- Africa as a strong, united, resilient and influential global player and partner

18. He highlighted that on the basis of the change in priority contexts that represented a significant shift from the mission of the OAU, which primarily focused on issues of political sovereignty and the emancipation of Member States from colonization, the African Union was more geared towards a peaceful and secure Africa for the prosperity of economic empowerment and regional integration, good governance, respect for human rights, justice and the rule of law.

19. He mentioned that despite the challenges in key development areas such as industrialization, youth unemployment, agricultural production and education which

the continent was currently facing, the shift in strategic focus of the African Union and its Organs would necessitate a different approach with different set of skills for it to deliver on its mandate. He emphasized that the Union would need different capabilities in meeting the realization of Agenda 2063. He gave the examples on the importance of the Blue/Ocean Economy and the Africa Mining Vision as the critical beneficiation from our natural and mineral resources that could play an important role in the continent's growth and development. However, the current structure of the Commission did not have any fulltime officer working on these issues.

The mapping of AUC Departments and Directorates accountabilities for delivering on the strategic implementation plan for Agenda 2063

Slide#8

Agenda 2063: First 10 year priorities (2014-23)

A prosperous Africa based on inclusive growth and sustainable development;	An integrated continent, politically united, based on the ideals of Pan Africanism	An Africa of good governance, respect for human rights, justice and the rule of law;	A peaceful and secure Africa	An Africa with a strong cultural identity, common heritage, values and ethics	An Africa whose development is people-driven, focusing on potential of its women and youth	Africa as a strong, united, resilient and influential global player and partner.
Plan of Action on Ougadougou+10	High Speed Train Network	African Governance Architecture	African Peace & Security Architecture	Diaspora Skills Inventory	Aligned Gender Policy	STISA
Social Development and Protection Policy	Trans-African Highway	African Peer Review Mechanism	Silence all Guns by 2020	Diaspora Market Place	High Level Panel on Women Empowerment	Africa Space Policy & Strategy
LMIS Harmonization & Coordinat'n Framework	Grand INGA Dam	Charter & High Council on Local Governance	Continental Arrest Warrant System	Diaspora Volunteer Force	Fund for African Women	Pan African Intellectual Property Organization
STISA	Single Air Transport Market	Charter on Values & Principles of Public Admin.	Centre for Post-Conflict Reconstruction & Dev.	Charter for African Cultural Renaissance	Protocol on the Rights of Women	African Investment Bank
African Educational Qualificat'n Framework	ICT	AU Charter on Human & People's Rights	AU Non Aggression & Common Defence Pact	Model Law on Cultural Antiques	Convention on Elimination of Discrimination Against Women	African Credit Guarantee Facility
African E-University	PIDA		African Capacity for Immediate Crisis Response	Encyclopaedia Africana Project	Beijing Plan of Action	Diaspora Investment Fund
African Health Strategy	Pan African Institute for Statistics			Continental African Renaissance Strategy	Continental Gender Observatory	Regional Stock Exchanges
STI Centres of Excellence	African Monetary Union			Plan of Action on Culture and Creative Industries	Gender Parity Index	Policy on Rev. Stats & Fiscal Inclusiveness
Informal Economy Framework	African Investment Bank			Linguistic Atlas for Africa	Nat. Strat. for Promotion of Rights of Women	Limiting Development Assistance
Public-Private Partnership Concept	Continental Free Trade Area			Language Plan of Action for Africa	AU 5yr Plan on Youth Empowerment in Africa	African Global Partnership Platform
Model Law for Regulating Pharmaceutical industry	African Customs Union				African Charter on Rights & Welfare of a Child	African Institute for Remittances
Africa Minerals Development Centre	African Common Market				African Youth Charter	
African Centre for Blue Economy (ACBE)	Legal Framework for Continental Union				Malabo 2011 Declaration on Youth Empowerment	
Africa Commodity Strategy	African Observatory for Science, Tech & Innov.				Plan of Action Towards Africa Fit for Children	
CAADP	Pan African Intellectual Property Organization				F'work for Sustainable Dev of Sport in Africa	
Africa Water Vision	African Scientific & Innovation Council				Algeria Common Position & Plan of Action	
AU Guideline on Nagoya					Africa TVET Strategy for Youth Employment	
Sustainable Forest Mgmt Framework						
Great Green wall (GGWSSI)						
Framework on Disaster Risk Reduction						

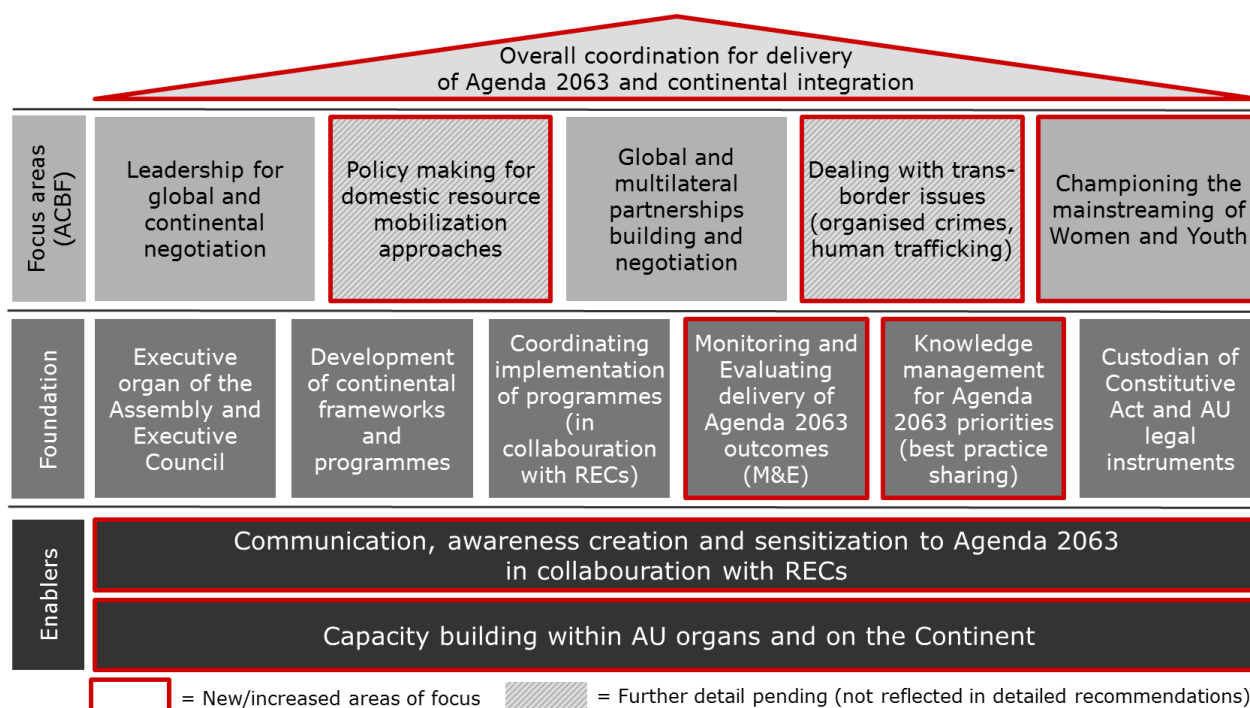
Legend:

	= PSD		= Political Affairs		= Social Affairs
	= HRST		= DREA		= Bureaux of CP and DCP
	= Ec. Affairs		= T&I		= IED

20. He elaborated that on the basis of the above findings, the Commission in its totality was motivated and convinced for a comprehensive organizational restructuring aimed at developing a new Commission that would significantly be more effective, efficient and aligned with its mandate. The proposal focused around three main areas for transformation namely:

- how to optimize alignment of the Commission's structure with the Agenda 2063 with the view to working with the RECs, Member States and sister organizations;
- how to boost process and cost efficiencies; and
- how to bring clarity in roles, responsibilities and accountability for critical decision making and enforce collaboration.

21. In terms of methodology, the Commission indicated that the initial review would focus on the baseline work done by ACBF on the role of the Commission versus other organs and entities such as the RECs, Member States, civil societies and private sectors. The Consultant emphasized that the review took as its foundation a set of important working assumptions such as the principles of subsidiarity and complementarity and most importantly current constitution of elected officials of the Commission. The critical roles of the Commission in delivering to the Agenda 2063 are as shown in the figure below:



Slide #26

22. The Director of AHRMD mentioned that in order to make the exercise more robust, two parallel sets of methodologies were applied giving different perspectives on how the Agenda 2063 mandate could be addressed. Firstly, it was based on the multiple collaborative workshops and meetings with representatives from departments and directorates in which the Commissioners, directors and staff were heavily engaged in providing detailed input on changes required for their departments/directorates. The outputs of these discussions and meetings resulted in the elaboration of a "Working Team Inside-In View".

23. Secondly, he mentioned that an “Alternative View” or “Outside-In View” was also developed on the following baselines:

- a) The zero-based mapping of the Agenda 2063 and the first 10-year Implementation Plan priorities; the activity analysis and benchmarking exercise, where AUC departments were compared on key metrics to peer departments in other comparable organizations such as European Union, the United Nations, African Development Bank and the World Bank;
- b) The spans and layers analysis between these organizations with the view to optimizing the number of reporting lines (a benchmark of 3-5 direct reports for senior managers in the public sector space) with clarity of roles, responsibilities and accountabilities; and
- c) The detailed process mapping and redesign exercise that was carried out on more than 25 core AUC work processes which helped in defining the job descriptions and ultimately the appropriate structure.

24. The Director indicated that before presenting the draft proposal to the PRC Sub-Committee on Structural Reform, three Commission meetings were held in which the detailed structures were discussed and debated and it was unanimously agreed that the Outside-In View option of the Proposed Structure would best align with the mandate and the cost-efficiency of the project without any financial implication on Member States.

25. In his concluding remarks, the Director indicated that the overall proposals would unlock savings and improvements through process efficiency - through increased productivity, faster turnaround times and improved collaboration; improved structural alignment to the Agenda 2063 mandate - through better clarity on mandates and filling missing roles; and address issues of cost efficiency - through selective initiatives to reduce operational costs. He emphasized that the African Union was heading towards a technically able organisation and not just operational, an organisation which would have more coordinating and technical role. The new structure would re-pivot the AUC to more proactive roles and anticipate the needs for the future in terms of industrialization and job creation. He finally drew the attention of the meeting that the proposed structure would :

- a) shift the balance of AUC resources towards sectors and themes of growing importance for the continent and fill gaps in priority areas for future of the continent by setting up new divisions such as the Blue/Ocean Economy and Marine issues;
- b) increase focus on industrialization and job creation by strengthening relevant departments as well as strengthening resources and structural accountability for Youth and Women issues;
- c) shift from active military deployments towards preventative diplomacy; strengthening of structural governance and institutions and increase responsiveness / ability to react to emergencies;

- d) relocate portfolios to streamline points of interdependence and increase collaboration between related areas with clearer mechanisms for monitoring and accountability vis-à-vis Agenda 2063;
- e) simplify coordination and relationship with RECs by elevating points of interface from the Economic Affairs Department to the Bureau of the Chairperson;
- f) strengthen core support functions such as the Human Resources Performance Management; and
- g) increase management spans to an average of 3-5 direct reports for senior managers.

COMMENTS AND OBSERVATIONS BY MEMBER STATES

26. At this juncture, several Member States took the floor and made the following comments and observations:

- a) The need for the Commission's structure to deal with technical issues for the future of the organisation especially those not taken care of by the RECs and also in helping the RECs to manage issues under their control such as the handling of continental projects;
- b) The need to avoid duplication and overlapping of portfolios and between organs as well as to have clear role matrix with the view to demarcating the responsibilities and accountabilities of Elected Officials versus Directors; Directors versus other categories of employees;
- c) The need for the proposed structural review, which aimed at cost and process efficiencies as well as alignment of mandate, should not only take on board the vertical assessment within the Commission but also should consider the horizontal cross-cutting aspect across organs of the Union, and the implementation of the decision of the Assembly on alternative sources of financing as well as the process that is underway on the implementation of control and accountability mechanism for the financial budgetary process of the Union;
- d) The need to reduce dependency on partners fund in financing positions in the new proposed structure specially the facts that Member States were called upon to finance partners funded positions in the operational staff cost of the Union;
- e) The need to have the list of abbreviation in the document in line with the various terms used and specified therein;
- f) The need to clarify the fate of the staff who would not fit into the new structure;

- g) The need to have clarity in some of the contents of the slides so that it would be more clearer and elaborated in a lay-man's language and user-friendly approach especially on the benchmarking of managerial span as compared with other sectors of business operation; and
- h) The need for the two variables provided in the methodology, namely "Inside-In View" and "Outside-In View" factors, to come out clearer and provide substantive contrast in the benchmarking analysis of each department/directorates vis-à-vis similar international organisations towards cost and process efficiencies.

RESPONSES BY THE COMMISSION

27. The Commission responded that the mandate of other organs had been analyzed and that had led to the proposed structure of the various departments within the Commission. The Commission would be positioned to concentrate on continental policy-making while the implementation would be done by the RECs, Member States and NEPAD Planning and Coordination Agency (NPCA). With regard to the structure of other organs, the Commission responded that the process required adequate time to go deep into the structure of the other organs and these would be finalized and presented to Member States in July 2016. The Commission also indicated that two processes were identified in the structural review namely, strategic and operational processes. In terms of cost and efficiency, the Commission indicated that the study had proven that efficiency would rather bring cost savings and not the other way round as operations would be streamlined through the use of technology thereby leading to higher efficiency.

28. In responding to the question raised regarding the strategy the Commission will adopt in handling those staff who would not fit into the new structure, the Director and the Consultant responded that a new learning and development strategies had been developed in order to capacitate and train those staff with appropriate skills and competencies with the view to enable them to fit into the new structure which would be planned for gradual implementation over a period of five years. The purpose of the restructuring aimed at reducing non-value added activities and not positions or persons.

29. The Commission further responded that with the view to avoid duplications and overlapping of portfolios, the structure of departments had been designed in such a manner that tasks, responsibilities and accountabilities had been clearly segregated even if some activities might have cross-cutting components. To the question on whether the proposals were also led by the views from the departments instead of focusing only on efficiency, the Commission responded that the views from the departments (Inside Team View) and Outside-In views had been sought for objectivity purpose. With regard to some increase in the headcount, whilst some new units had been created, the Director responded that in other areas some positions had also been removed to create a balance. When it comes to benchmarking, the Commission responded that benchmarks had been done with major international organisations such as the UN, EU, AfDB and the World Bank. Finally, the Director indicated that on the distribution of responsibilities between the AUC and the RECs, the role of the AUC had been defined and based on the Constitutive Act which spelt out the roles of the Commission vis-à-vis those of the RECs and other organs.

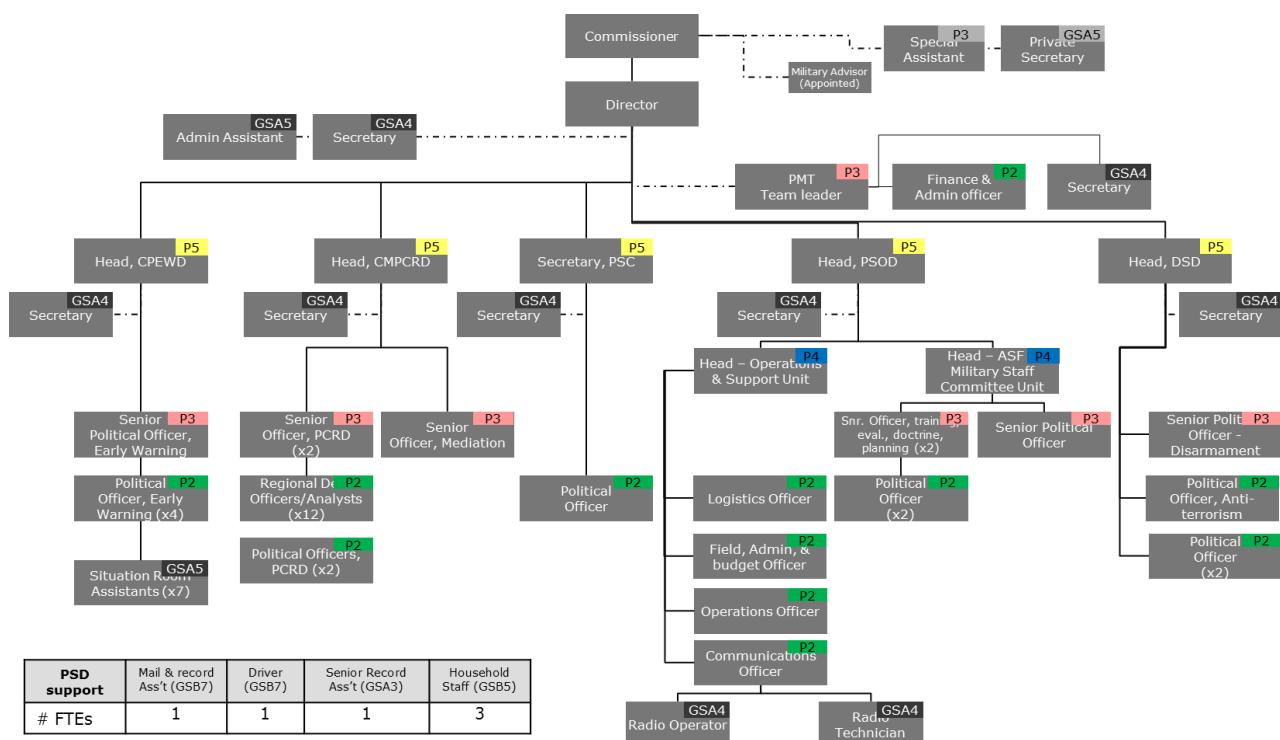
H. PROPOSED AUC STRUCTURE

PART 1: DEPARTMENTS

I. PEACE AND SECURITY DEPARTMENT (PSD)

30. The consultant made a brief presentation on the major role of the Peace and Security Department (PSD). He mentioned that PSD was one of the largest departments with the broadest mandate, as reflected by the roles and responsibilities spans from peace support operations to conflict prevention and post-conflict reconstruction. According to the working team and the consultant, the port-folio of the Peace and Security Department would be split into two directorates. Under Agenda 2063, the role of the department had shifted in focus to increasingly prioritize the structural prevention of conflicts which would necessitate more collaboration with the Department of Political Affairs.

31. The Peace and Security Department had also historically tended to work in silos by absorbing specific support and service functions within its structure, for example PSD Finance – to meet its unique need for rapid service delivery on a frequent basis. The structural review and assessment had recommended that these support functions be hosted in their original directorates such as Programming, Budgeting, Finance and Accounting (PBFA), with stronger processes to improve their link to Peace and Security Department while sharing lessons in rapid-service delivery with the rest of the Commission.

Current Peace and Security Department Revised Maputo Structure as at 2012

32. Under the Agenda 2063, the mandates and priority areas would include:

- Ensuring the maintenance & preservation of peace and security as well as ensuring the full operationalization and functioning of the African Peace and Security Architecture-APSA Pillars such as the continental early warning and crisis response mechanisms;
- Silencing all guns by 2020;
- Establishing the Continental Arrest Warrant System;
- Establishing a Centre for Post-Conflict Reconstruction & Development; and
- Implementing the Common African Defence and Security Policy

33. The review had also recommended that the current Peace and Security Department structure should be selectively strengthened in specific areas, most notably with the addition of a second Director to create the necessary specialization on crisis management and strategic issues versus standby arrangements and peace support operations.

COMMENTS AND OBSERVATIONS BY MEMBER STATES

34. Following the presentation of the Proposed Structure of the Peace and Security Department, some Member States requested as follows:

- a) The need to re-consider the components of rapid service delivery PSD Finance to its original PBFA as PSD activities was mostly financed by partners;

- b) The need to move the components of refugees, displaced person and humanitarian affairs back to Peace and Security while moving mediation from PSD to Political Affairs Department with the view to ensure coherence as well as clear demarcation of roles, responsibilities and accountabilities;
- c) The need for the Commission to finalise the consultation between the Commissioner for Peace and Security Department and Commissioner for Political Affairs Department with the view to submit to the PRC the agreed structures of the two port-folios taking into account the elements of accountability, complementarity, subsidiarity, coordination and collaboration;
- d) The need to have clearer role matrix and demarcation on the responsibilities and accountabilities between the two Directors within the Peace and Security Department that is Crisis Management and Strategic Issues and that of Standby Arrangements and Peace Support Operations;
- e) The need to showcase the important statement of zero financial implication of the proposed structure on Member States vis-à-vis the increase in the number of Directors and Division and Units as being proposed;
- f) The need to ensure that no overlapping of roles and responsibilities between directors within the same portfolio and across portfolios;
- g) The need for the structure to reflect the importance of the African Union as a whole with the view to reducing dependency on partners' fund and move towards alternative source of funding in financing the structures;
- h) On the basis that the two Portfolios namely the Peace and Security Department and Political Affairs Department which have some complementarities and similarities on cross-cutting functionalities especially the management of military and non-military crisis as well as its effects on African citizens, there is need to establish a coordination mechanism within the structures between the two departments with the view to bring the coordination aspect on strategic issues so as to break and avoid the silo mentality, disconnection as well as competitive spirit that may arise;
- i) The need to consider the common or shared areas of functionalities or services by grouping the General Service support positions such as Communication Assistants and Secretaries to serve across divisions within the department for better efficiency and collaboration;
- j) The position of Military Advisor in the Commissioner's Office should be at a senior level with appropriate competencies and skills on issues related to that portfolio; and

- k) The need to provide detailed explanations on the departments headcount vis-à-vis the Outside-In view such as the Peace and Security Department where the weakness of the current structures need to come out clearly as well as the solution being proposed.

RESPONSES BY THE COMMISSION

35. The Commission responded as follows:

- a) The studies started with the examination of the Maputo structure with the view to assessing what was wrong before going into the working team “Inside-In view” and then to the “Outside-In view”;
- b) Some positions on the Structure would be kept for staff seconded by Member States, which would not have any financial implications;
- c) On the issue of having some emergency positions within PSD, it would be a way of cross pollination of experiences in times of emergencies;
- d) On the basis of the comments, Political Affairs Department (PAD) would be strengthened and the political components of mediation as well as humanitarian and refugees will be kept under PAD as well as delimiting the responsibilities and accountabilities assigned by the Peace and Security Council to PSD and PAD
- e) PSD Finance was moved to PBFA to strengthen the whole Finance Department with the view to improving efficiency and coordination; and
- f) The Outside-In View was the one accepted by the Commission and submitted to the PRC Sub-Committee for consideration.

36. The Commission concluded the presentation by indicating that the proposed structure would effectively:

- a) Strengthen the Panel of the Wise, AU Border Program, as well as SSR/DDR and counter terrorism capabilities;
- b) Introduce a second Director with the view to support spans & layers benchmark of 3-5 reports for senior leaders in the public sector;
- c) Shift the portfolio to more centralized support functions to shared services (finance, translators and interpretation, and others) – PBFA, DCMP and others;
- d) Project Management team be moved to SPPMERM with the view to eliminating duplication;
- e) Ad-hoc Field Support Mechanism would be created under the leadership of the Bureau of the DCP in order to ensure the rapid mobilization and deployment of field missions; and

- f) Member-States' seconded staff could be used wherever possible to balance the two directorates workloads within the Peace and Security Department.

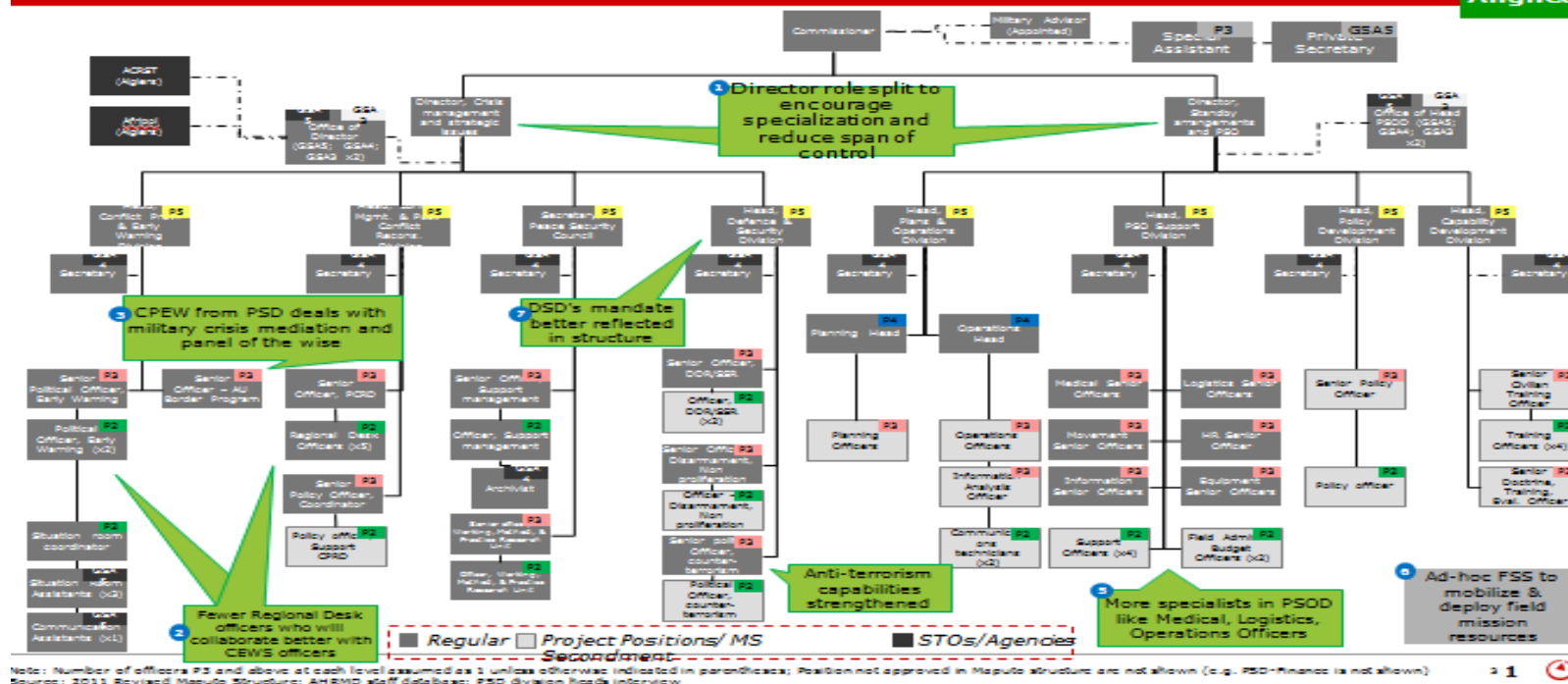
CONCLUSION OF DISCUSSION AND RECOMMENDATION

37. On the basis of the comments and observations made by Members of PRC Sub-Committee, the following was the amended preliminary proposed structure (Outside-In-View) of the portfolio of the Peace and Security Department:

AMENDED DRAFT STRUCTURE OF THE PEACE AND SECURITY DEPARTMENT PSD "Outside-in View" Structure



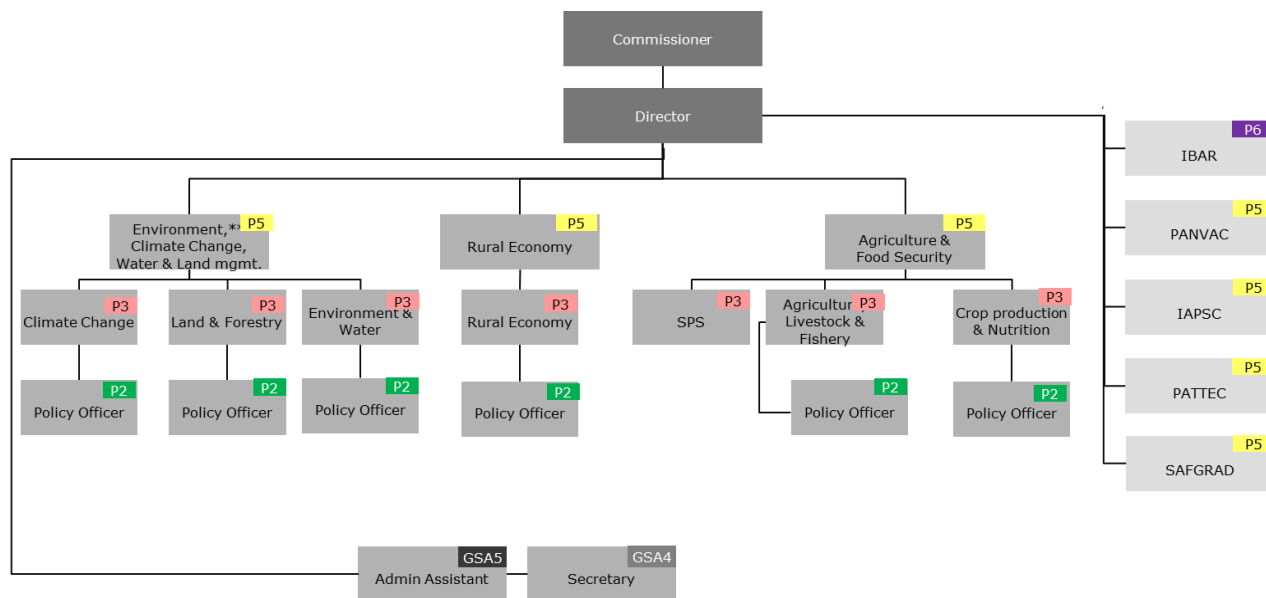
OUTSIDE-IN VIEW
Aligned



II. DEPARTMENT OF RURAL ECONOMY AND AGRICULTURE (DREA)

38. The Commission indicated that similar to PSD, DREA is one of the larger departments at the Commission, covering the critical priority areas of agriculture and environment. As of today, DREA is highly active across the continent, often mapped to more than five Member States at one time and working closely with five technical offices.

Current Department of Rural Economy and Agriculture Revised Maputo Structure as at 2012



■ Regular ■ STO

DREA support	Mail & record Ass't (GSB7)	Driver (GSB7)	Senior Record Ass't (GSA3)	Household Staff (GSB5)
# FTEs	1	1	1	3

39. Under the Agenda 2063 the mandates and priority areas shall include:

- Eradication of poverty, inequality and hunger including Food & Nutrition Security;
- Promotion of modern and liveable habitats and basic quality services;
- Improvement of Agricultural Productivity and Production including the promotion of agribusiness, production and value chains;
- Promotion of sustainable natural resource management including aquaculture;
- Promotion of bio-diversity, climate resilience and preparedness e.g. Nagoya Protocols and Great Green Wall; and
- Contributing to the development of marine resources and Blue/Ocean economy

40. With the above in mind, the proposed structure would have two Directors focusing on the roles on specific thematic areas, namely (1) Agriculture & Rural

Development and (2) Environment & Climate Change with more technical positions than generalists as well as redefining policy officer roles around specific thematic areas linked to the delivery of the Agenda e.g. Meteorology & DRR, Aquaculture to increase individual accountability and many others.

COMMENTS AND OBSERVATION OF MEMBER STATES

41. Following the presentation of the proposed Structure of the Department Rural Economy and Agriculture, some Member States made the following comments and observations:

- a) The need to provide clearer explanation on the position of Deputy Director in DREA at D1 level and its inter-relationship with the Commissioner and the two Directors;
- b) Taking into account that DREA being a very important department, it was hoped that the partners would not let the Union down in the funding of some of the positions;
- c) The need to explain how the Deputy Director charged with Animal Resources (IBAR) would also be coordinating the Food Security Offices as well as the scope of jurisdiction and competencies;
- d) The need to weigh the level of responsibility and accountability in the supervision of PATTEC and PANVAC versus the other responsibilities within the management of Animal resources (IBAR); and
- e) The need to re-assess any duplication/overlap within the portfolio and across other portfolios.

RESPONSES BY THE COMMISSION

42. The following were the responses by the Commission.

- a) With regards to the financial implications, there would be no additional cost to member states on the basis of the savings generated through process and cost efficiencies as well as alignment of all structures with the mandates of Agenda 2063. The Commission will present the financial saving when discussing the specific point on financial implications and efficiency opportunities;
- b) Given the level of IBAR and its resources as well as the various technical offices that it would coordinate, it was thought to have the position of the Executive Director to be upgraded to a D1 level and thus would be the Director of Animal Resources;
- c) There should be a shift from partner funding to Member States funding so the issue of not having any problem of partner funding for DREA should be taken into consideration;

- d) The issue of whether there would be any financial implications for Member States or not would be demonstrated accordingly;
- e) A decision of the Executive Council was to integrate the Centre for Tick and Tick-borne Diseases based in Malawi into the Commission. Since the integration of new institutions would need a thorough analysis, a mission would be sent to Malawi to look into it and report back to the Policy Organ; and
- f) There were several sectors of industrialization within other departments such as Economic Affairs and Trade & Industry.

43. The Commission concluded that taking into consideration that the Outside-in view was in line with the Working team Inside-In view, the proposed structure would enable the alignment of the spans and layers to the comparative organisation analysis of 3-5 reports to senior leaders as in the public sector and most importantly the separation of constituent thematic areas of Agriculture versus Climate & Environment. Furthermore, the Commission stated that the core monitoring and evaluation of DREA programmes should be centralized at SPPMERM and not housed within DREA - project officers and coordinators. In the same vein, the proposed structure would upgrade the IBAR Director from P6 to D1 to account for the increased responsibilities given in the supervision of PATTEC & PANVAC.

44. The proposed structure would effectively:

- a) Improve effectiveness by shifting to two (2) Directors for better coverage of the range of work with each related to the thematic areas and related activities, namely Agriculture & Rural Development; and Environment & Climate Change;
- b) Re-define the role of policy officers around specific thematic areas linked to the delivery of Agenda 2063 such as Meteorology & DRR;
- c) Increase the average technical expertise and coordination capacity in the DREA structure; and
- d) Strengthen the technical offices such as PANVAC and PATTEC and increase the coordination across related Scientific and Technical Offices by assigning a specific Coordinator at D1 level.

CONCLUSION OF DISCUSSION AND RECOMMENDATION

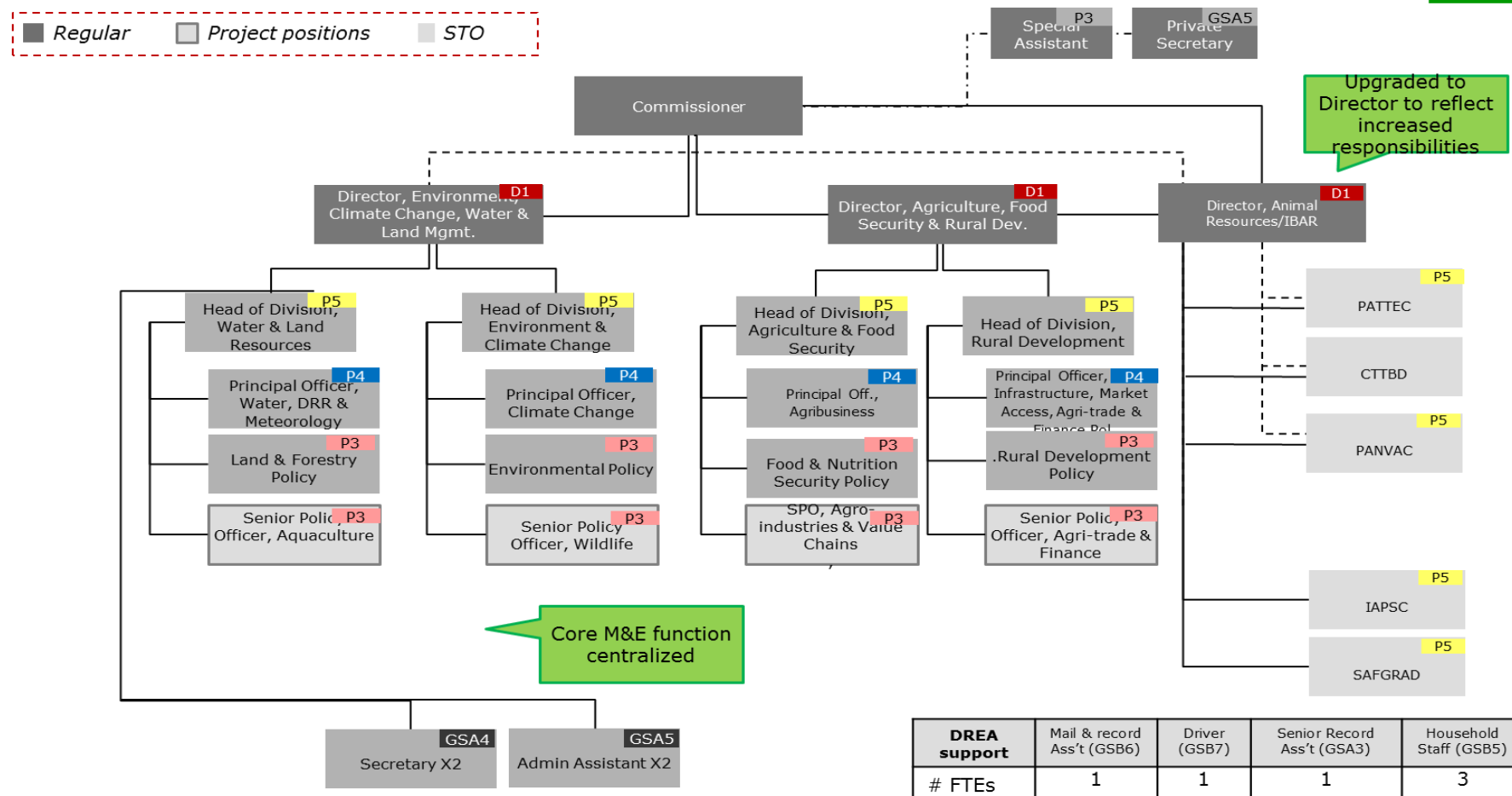
45. On the basis of the comments made and feedback received by Members of PRC Sub-Committee, the following is the amended proposed structure (Outside-In-View) in the portfolio of the Department of Rural Economy and Agriculture:

AMENDED DRAFT STRUCTURE OF THE DEPARTMENT OF RURAL ECONOMY AND AGRICULTURE

DREA "Outside-in View" Structure



Aligned

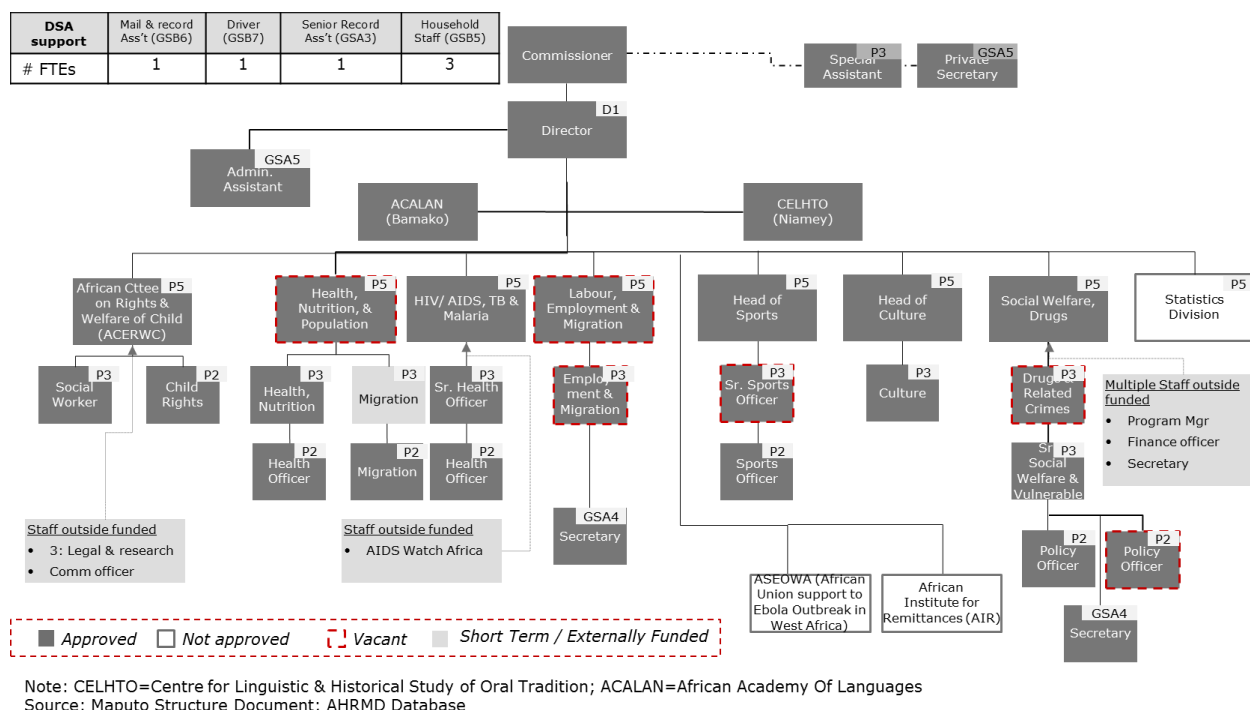


Note: Structures for Technical Offices contained in back-up

III. DEPARTMENT OF SOCIAL AFFAIRS (DSA)

46. The Sub-Committee was informed that DSA's current mandate was a combination of a range of different areas from health and infectious diseases, to labour and employment, to children rights, to youth and sports, to social welfare, to cultural renaissance and African linguistics. In addition, some of the priorities under DSA's remit were emergency-driven, meaning that management focus would often be driven and absorbed by the immediate emergencies (e.g. Ebola in 2014). The Commission also emphasized that in order to enable it to focus on the real mandate; some of the areas would have to be moved away to other departments such as Youth and African languages to Human Resources, Science & Technology. A refocusing around key remaining priorities to clarify the scope of activities is also reflected in the proposed structure.

Current Department for Social Affairs Revised Maputo Structure as at 2012



47. The Commission mentioned that under the Agenda 2063, the mandates and priority areas would include:

- DSA's support to several A2063 priority areas, including;
- expansion of income, jobs & decent work (e.g. Labour Market Information System, Ouagadougou 10+ on human trafficking);
- eradication of poverty, inequality and hunger;
- promotion of social security and protection Including Persons with Disabilities;
- improving of Health & Nutrition;
- promotion of Cultural Heritage, Creative Arts and Businesses;
- promotion of Youth Empowerment and Children rights;
- promotion of values and ideals of Pan Africanism.

COMMENTS AND OBSERVATIONS BY MEMBER STATES

48. Following the presentation of the proposed Structure of the Department of Social Affairs, some Member States made the following comments and observations:

- a) There was a need to have a synergy of labour and employment under two departments vis-à-vis the Special Technical Committee on Labour and Social Development;
- b) The need for the Commission to clarify under which department would tourism be placed since it was usually placed alongside culture and the relation between tourism and the Department of Infrastructure and Energy;
- c) The need for clarification on the synergy between other areas such as labour and employment if moved to the Economic Affairs Department;
- d) The need for the Commission to consider, in broader perspective, the migration of the African Institute of Remittances (AIR) under Social Affairs Department to the Economic Affairs Department or CIDO Directorate which deal with diaspora issues; and
- e) The proposed organogram for Social Affairs Department should be clearly defined in order to identify the heads of divisions and other positions with higher responsibilities.

RESPONSES BY THE COMMISSION

49. The following were the responses by the Commission:

- a) To the question on the movement of labour and employment to Economic Affairs Department, the Commission responded that labour and employment had both economic dimension as well as social dimension but would remain within the department of Social Affairs;
- b) On the issue of P5 being a head of division or otherwise, the Commission responded that a pyramid structure would be drawn to differentiate the various levels of posts;
- c) The Commission explained that the issue of youth would be in the area of apprenticeship, education and vocational training whilst the issue on child would be for the welfare of children;
- d) Furthermore, the Commission explained that tourism was not always linked to culture; it had several dimensions including trade in services. The infrastructure part of tourism would be handled by the Department of Infrastructure and Energy (DIE) whilst the actual tourism issues would be handled by the Department of Trade and Industry (DTI);

- e) The issue of remittances was more concerned with economic policies than social or diaspora even though it was believed that other departments would be able to contribute to its functioning;
- f) On the concern raised that the issue of youth should be under the Bureau of the Chairperson (BCP), it was thought that more permanent staff with the right expertise and knowledge should handle it instead of a special representative which was more of a special appointee;
- g) The Commission reiterated that there would be consistency in the naming of the positions; all P3s would be Senior officers whilst P4s would be Principal Officers; and
- h) On the basis of Member States' comments, the name of Youth Employment would be changed to Youth Participation as well as in the revision of the proposed structure of the department of HDST the issue of coherence in addressing thematic issues related to social development such as youth would be reflected therein.

CONCLUSION OF DISCUSSION AND RECOMMENDATION

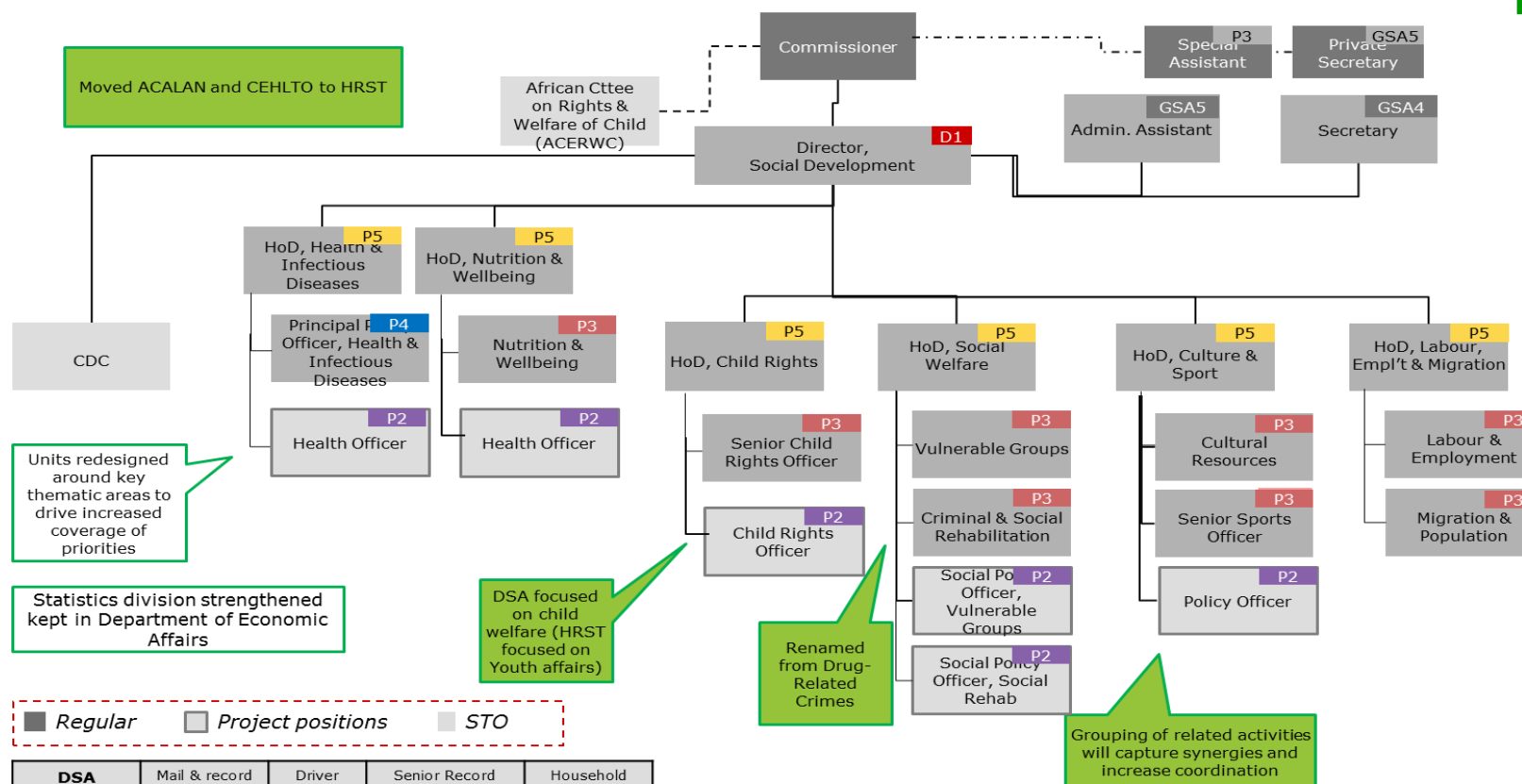
50. On the basis of the comments made and feedback received by Members of PRC Sub-Committee, the following is the amended proposed structure (Outside-In-View) in the portfolio of the Department for Social Affairs:

AMENDED DRAFT STRUCTURE OF THE DEPARTMENT FOR SOCIAL AFFAIRS

DSA "Outside-In View" Structure

OUTSIDE-IN VIEW

Aligned



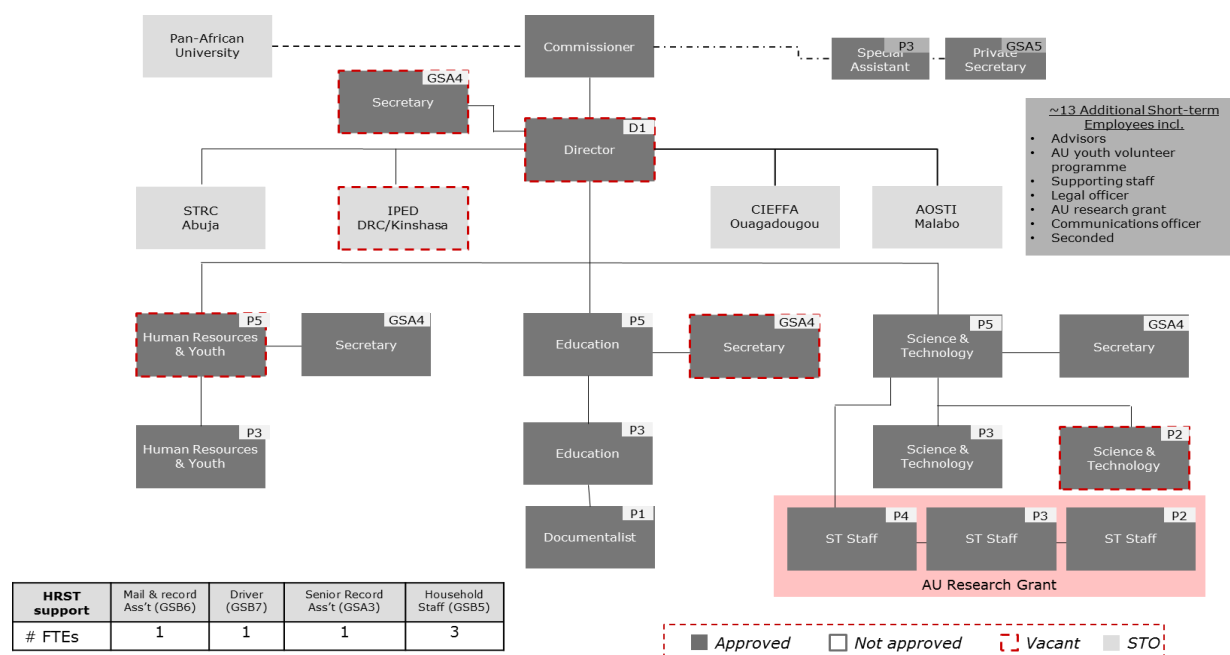
Note: CELHTO=Centre for Linguistic & Historical Study of Oral Tradition; ACALAN=African Academy Of Languages; CDC – Centre for Disease Control
Source: DSA Interviews; AHRMD Database

IV. DEPARTMENT OF HUMAN RESOURCES, SCIENCE AND TECHNOLOGY (HRST)

51. In presenting the structure of the HRST, the consultant explained that the Department was currently coordinating the Union's programmes on human capital development as well as promoting science, technology and innovation. Under Agenda 2063, these themes would take on renewed importance and priority including the implementation of STISA; the roll-out of the Continental Education Qualification Framework; the Plan of Action of Youth Empowerment; the TVET Strategy for Youth Employment and the African Space Policy and Strategy as well as support to PAIPO; and the African Council for Research and Innovation, to name a few.

52. The Commission explained that during the review of the structure, it was proposed to rename the department as Human Development, Science and Technology (HDST) as this would reflect on its proper mandate of human development. In order to align the roles and capabilities with the programme, the Commission highlighted that Youth be elevated to a Division to reflect its importance for the future. R&D and Innovation had also been reflected more clearly in the structure in line with the critical role that they could play in accelerating growth on the continent.

Current Human Resources, Science and Technology Revised Maputo Structure as at 2012



53. The Department of Human Resources, Science and Technology would support several of the Agenda 2063 priority areas, including:

- Education (e.g. African Education Accreditation Agency, Continental Education Qualification Framework, African E-university, Pan Africa University);
- Youth (e.g. Plan of Action on Youth Empowerment, TVET Strategy for Youth Employment, Youth Volunteerism initiatives); and

- c) STI (Science, Technology and Innovation Strategy for Africa – STISA, STI Centre(s) of Excellence, Pan African Intellectual Property Organisation – PAIPO; Africa Space Policy & Strategy; African Council for Research and Innovation)

COMMENTS AND OBSERVATIONS BY MEMBER STATES

54. Following the presentation of the proposed Structure of the Department of Human Development, Science and Technology (HDST), some Member States requested that the following be taken on board while finalizing the structure of the Department:

- a) The Structure should be composed of three (3) divisions comprising Science and Technology, Youth and Education;
- b) Member States were concerned with the proposal that the division of education and human development had two P4s with no staff to supervise;
- c) The establishment of a Pan-African Intellectual Property Organization (PAIPO) which had been decided upon by the Summit should have been included in the proposed structure of HDST; and
- d) The Commission to clarify the grade level that would fit the youth within the structure.

RESPONSES BY THE COMMISSION

55. The following were the responses by the Commission.

- a) The Commission had no objection to the renaming of “Youth Employment” as “Youth Participation”;
- b) Human development and education was very broad instead of just Education;
- c) The job grading would be corrected.
- d) Intellectual property being a cross-cutting issue should not be only at the Office of Legal Counsel but rather at HDST in terms of innovation and research;
- e) On the short span between the P5 and P4, the job content would entail all the job details that would have been done by the lower grades;
- f) PIPO would be reflected in the new structure and would be established as an institution which would report directly to the Chairperson just as the Pan-African African University (PAU).

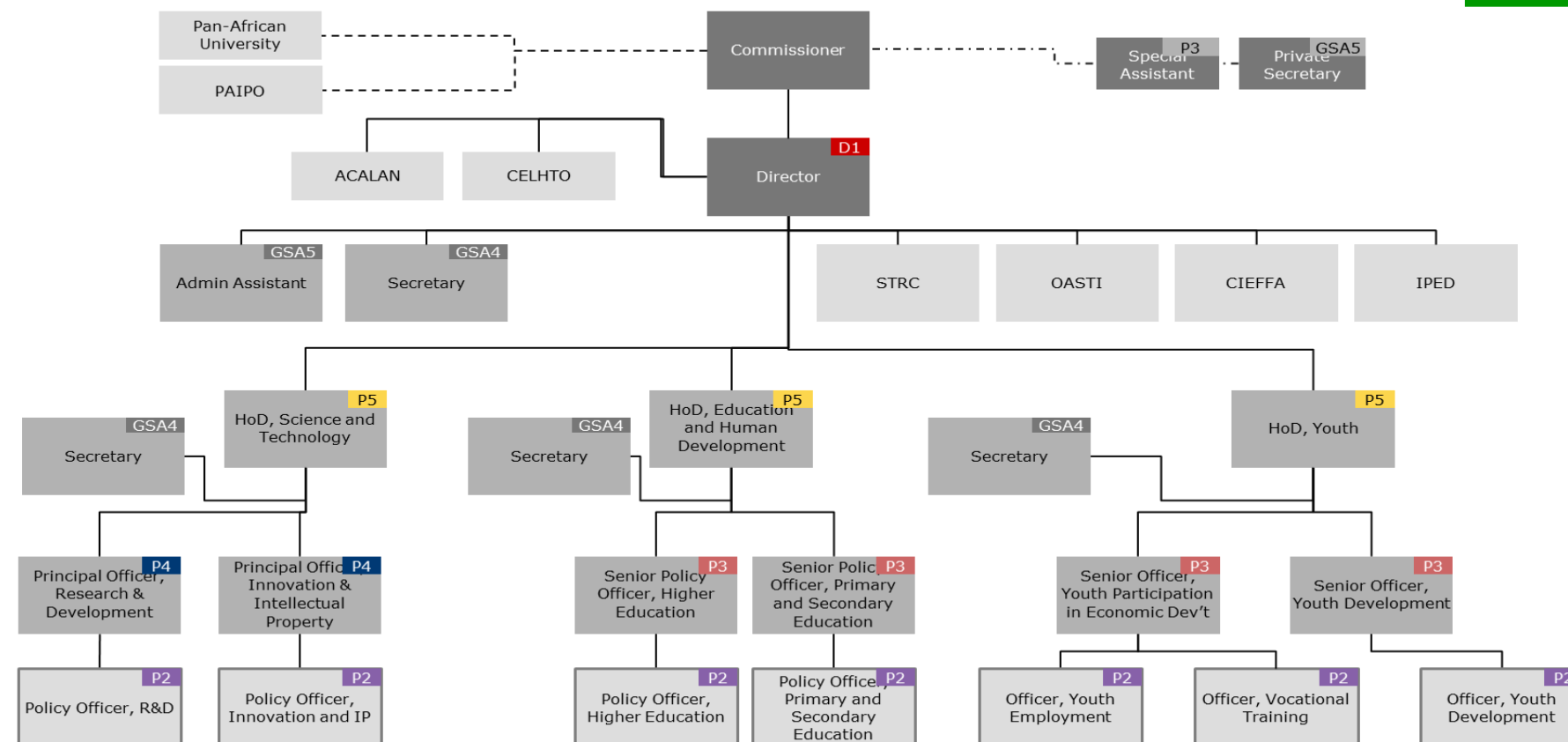
- g) There had been a proposal from the Bureau of the Chairperson to have a central coordinating point for the youth.

CONCLUSION OF DISCUSSION AND RECOMMENDATION

56. On the basis of the comments made and the feedback received by Members of PRC Sub-Committee, the following is the amended proposed structure (Outside-In-View) in the portfolio of the Department for Human Development, Science and Technology:

AMENDED DRAFT STRUCTURE OF THE DEPARTMENT FOR HUMAN DEVELOPMENT, SCIENCE AND TECHNOLOGY

HDST “Outside in view” Structure

OUTSIDE-IN VIEW**Aligned**

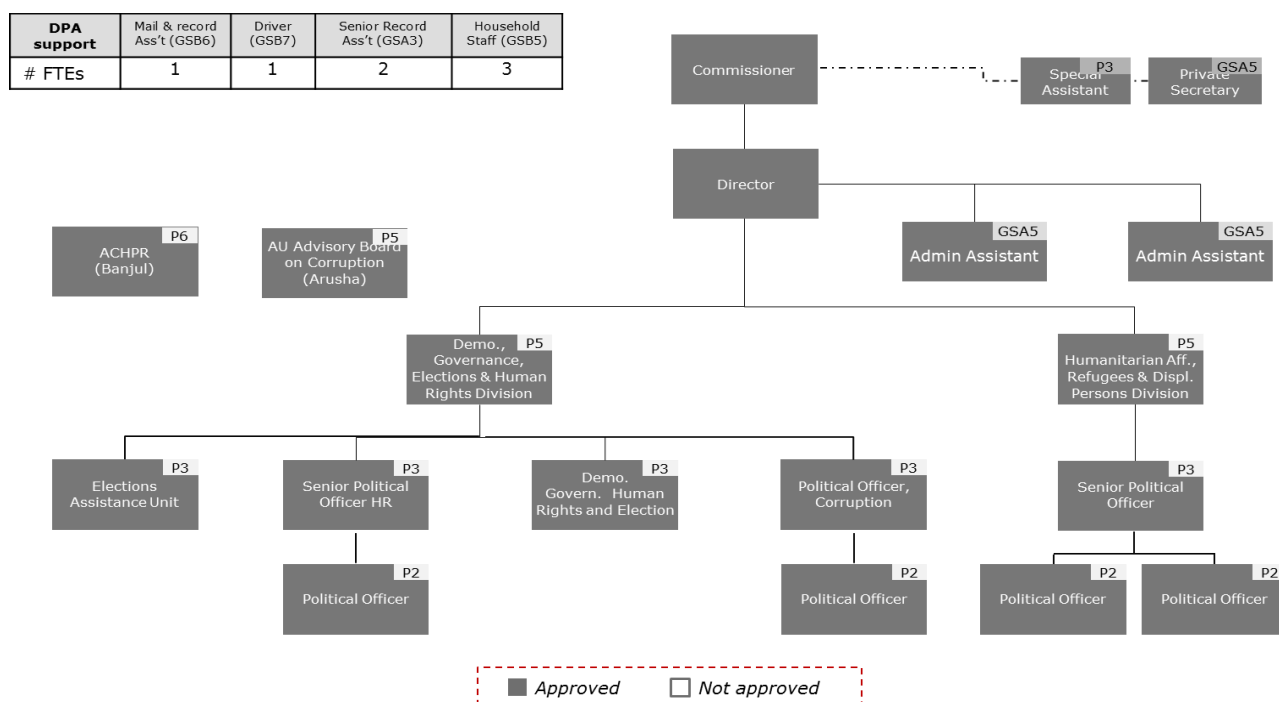
HRST support	Mail & record Ass't (GSB6)	Driver (GSB7)	Senior Record Ass't (GSA3)	Household Staff (GSB5)
# FTEs	1	1	1	3

Regular
 Project positions
 STO

V. DEPARTMENT OF POLITICAL AFFAIRS (DPA)

57. Whilst presenting the structure of the Department of Political Affairs (DPA), the consultant made reference to the Agenda 2063 under which the focus of the DPA would be on the structural prevention of conflict and the strengthening of governance and public administration in the Continent, which it promotes through the Africa Governance Architecture (AGA). To achieve its goals in conflict prevention, the Department of Political Affairs would need to collaborate more closely and effectively with the Peace & Security Department. However, DPA has a significant gap between the approved Maputo structure and the structure desired to implement AGA effectively as well as a greater weighting towards elections than governance issues as Agenda 2063 suggests.

58. With that in mind the Commission explained that the review would propose restructuring DPA around the main clusters of the AGA framework (e.g.: Governance; Human Rights and Transitional Justice; Democracy and Elections; Humanitarian Affairs and Crisis Prevention) and upgrading resources especially in governance. The review would also focus on increasing clarity on accountabilities versus Peace & Security, especially for early stage mediation.

Current Department of Political Affairs Revised Maputo Structure as at 2012

59. The Department of Political Affairs supports several Agenda 2063 priority areas, including:

- Promotion of Democracy and Good Governance;
- Advocating Human Rights, Justice and the Rule of Law;
- Improving Participatory Development and Local Governance; and

- d) Building institutional structure for the AU's Peace & Security instruments (e.g. Lobbying for self-determination for occupied territories).

60. The following comments and observations were made by Member States:

- a) Dividing of one portfolio between two departments (silo mentality) should be avoided;
- b) The division of Human Rights and Transitional Justice should be replaced by Human Rights and Continental Justice;
- c) The need for the Commission to clarify the function and working relationship with RECs especially in election monitoring in Africa as the RECs were in better position to carry out this activity instead of the Commission;
- d) Elections and democracy seemed to be inter-related and the Commission might consider merging the two proposed positions;
- e) The position of Coordinator should be at P4 and not P2;
- f) The department should be empowered for mediation and post-conflict;
- g) The issue of humanitarian affairs and the emergency situation should be re-considered as the current proposal was very weak;
- h) There should be a structure reflecting the movement of displaced persons within countries which had no relation to the thematic issue of free-movement as part of integration;
- i) Capacity building being very crucial should be reflected in the structure and dependency of all departments and directorates in particular the department of Political Affairs on partner funding should be removed;
- j) The Outside-In view structure that took only 6 positions out of the 20 proposed by the department was in fact unrealistic and unfair;
- k) The department should be strengthened more than it had been indicated; there should be six P3s and six P2s;
- l) Need to show the dotted direct linkage between the Commissioner for Political Affairs and the AUABC and ACHPR; and
- m) Nutrition and health appearing with department's mandate should be removed.

RESPONSES BY THE COMMISSION

61. The Commission provided the following responses to the comments and observations:

- a) Acknowledging the need for the RECs to monitor elections, the Commission would engage with the department to take into account the concerns raised by Member States in relation to election monitoring;
- b) The Commissioner for DPA indicated that the department did not agree with the Outside-In view proposals of only six officers instead of the 20 that the department had proposed. She said that the proposed structure would not be adequate to carry out its mandate;
- c) Mediation should be moved to the Department of Political Affairs;
- d) The Transitional Justice Programme would be discussed in a PRC meeting in Feb. 2016;
- e) Free movement had no relation with constitutionalism;
- f) Pending the consultation between the Commissioner for Peace and Security and Commissioner for Political Affairs a mutual agreed structures of the two port-folios would be presented to the PRC Sub-Committee taking into account the elements of accountability, complementarity, subsidiarity, coordination and collaboration; and
- g) The proposed structure of the Department of Political Affairs as well as other departments will be reviewed with the primary objective of reducing dependency on partners funding positions.

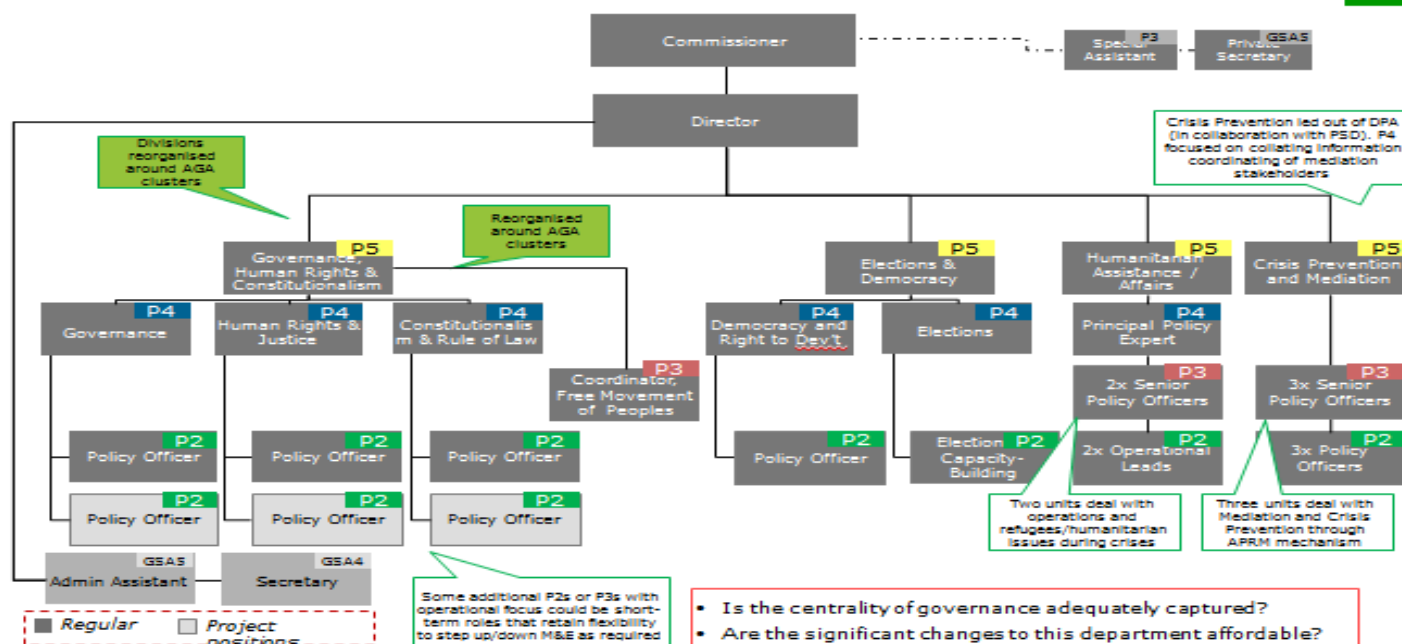
CONCLUSION OF DISCUSSION AND RECOMMENDATION

62. On the basis of the comments made and feedback received by Members of PRC Sub-Committee, the following would be the amended proposed structure (Outside-In-View) in the port-folio of the Department for Political Affairs:

AMENDED DRAFT STRUCTURE OF THE DEPARTMENT POLITICAL AFFAIRS DPA "'Outside-In View"' Structure



Aligned



Note: (1) ACHPR (Banjul) and AU Advisory Board on Corruption (Anusha) not included here as restructuring of organs yet to commence; (2) DPA will also work closely with Anusha International Court of Justice;

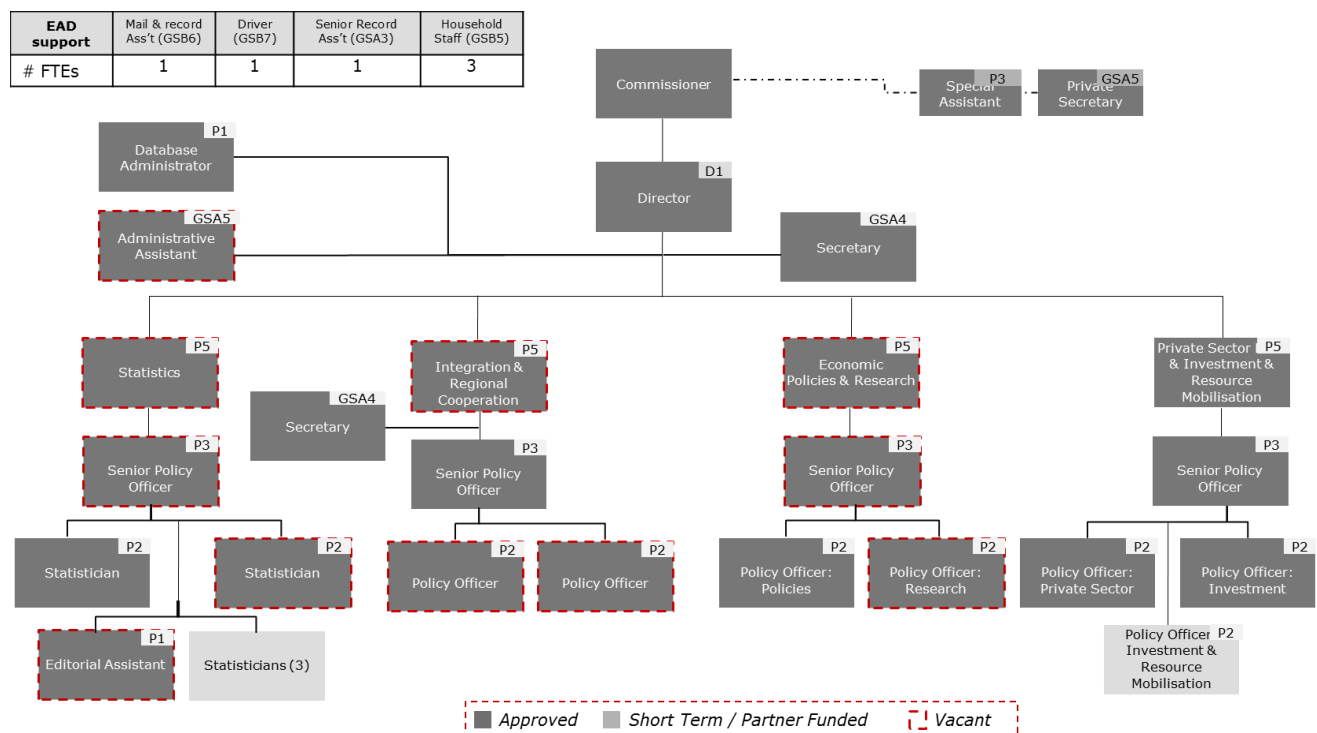
VI. ECONOMIC AFFAIRS DEPARTMENT

63. Whilst presenting the structure of the Economic Affairs Department (EAD), the consultant indicated that the department played an important role in supporting private sector development and investment, mobilizing development funding and accelerating the development of joint African financial institutions. It was also stated that the department was the home of several cross-cutting initiatives, notably the Pan-African Institute for Statistics, including Statistics requirements for the Union, and initiatives to strengthen regional coordination.

64. He further emphasized that under Agenda 2063, there are a number of notable changes in this domain particularly in the financial and monetary areas (with the call for the establishment of an African Central Bank, African Investment Bank and African Monetary Fund).

65. He concluded his presentation by highlighting the main changes in the structural proposal in retaining some of its role on integration – specifically on economic integration – but should relinquish overall coordination of the continental integration agenda to the Office of the Chairperson which had a more cross-cutting capability. Finally, the Commission recommended changing the name of the department from Economic Affairs Department (EAD) to Department of Economic, Financial and Statistics Affairs (DEFSA).

Current Economic Affairs Department Revised Maputo Structure as at 2012



66. The Economic Affairs Department supports several Agenda 2063 priority areas, including:

- a) African Financial and Monetary Institutions (including African Central Bank, African Investment Bank, African Monetary Fund and Pan-African Stock Exchange);
- b) African Capital Market and Pan-African Institute for Statistics;
- c) Policy on Revenue Statistics & Fiscal Inclusiveness;
- d) Development Assistance Policy.

COMMENTS AND OBSERVATIONS BY MEMBER STATES

67. The following comments and observations were made by Member States:

- a) The need for the silos operation between portfolios be overcome in the proposed structure;
- b) The Commission to clarify on the establishment of the Statistics Institute in Yamoussoukro in Côte d'Ivoire;
- c) The need for the Commission to ensure that the element of economic integration be located where economics issues were found;
- d) The Statistics Institute should not be supervised by a Division as stated in the document, but should report directly to the Commissioner;
- e) The need for the NEPAD Planning and Coordination Agency (NPCA) which was the implementing arm of the Commission to appear in the proposed structure;
- f) The need for the Commission to clarify the reason that the proposed structure was silent on other institutions apart from the African Institute of Remittances (AIR);
- g) Request the department to brief the meeting about African integration in terms of the African passport; and
- h) If statistics Unit was to be moved to SPPMERM, why then was the Economic Affairs Department being renamed as Department of Economic, Financial and Statistics Affairs (DEFSA)?

RESPONSES BY THE COMMISSION

68. The Commission provided the following responses:

- i) It would not be possible to develop any economic analysis without statistics, therefore statistics could not be delinked from the Department of Economic Affairs;
- ii) A NEPAD coordination unit under the Bureau of the Chairperson was in-charge of coordinating between the Commission and NPCA;

- iii) There were also other institutions such as the African Investment Bank and African Monetary Institute and these institutions would be reflected;
- iv) The Training Institute of Statistics would also be reflected as well as the AFRISAT Institute based in Tunis, Tunisia.

CONCLUSION OF DISCUSSION AND RECOMMENDATION

69. On the basis of the comments made and feedback received by Members of PRC Sub-Committee, the following is the amended proposed structure (Outside-In-View) of the Department of Economics, Financial and Statistics Affairs Department (DEFSA).:

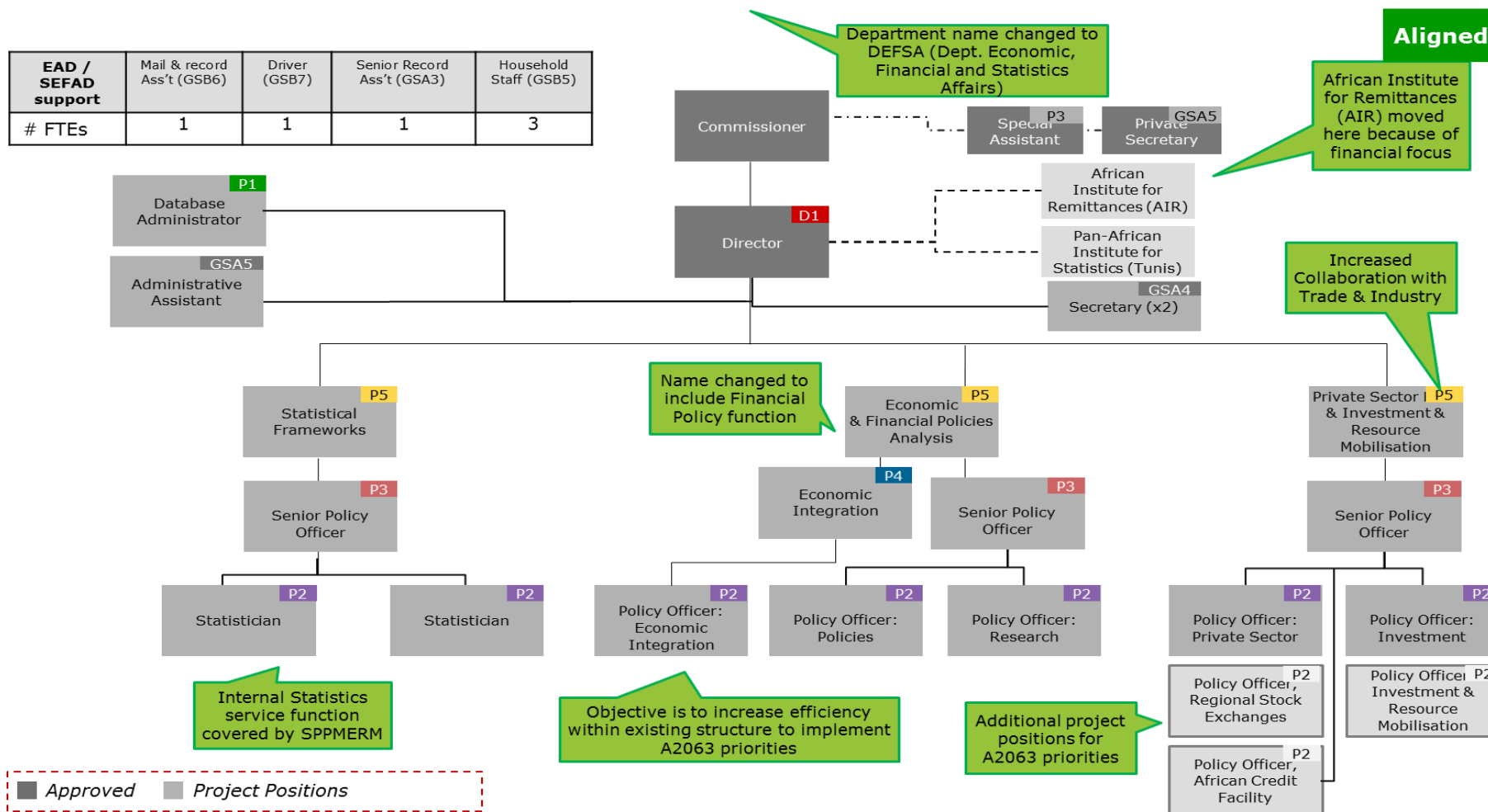
AMENDED DRAFT STRUCTURE OF THE DEPARTMENT OF ECONOMIC, FINANCIAL AND STATISTICS AFFAIRS

EAD / DEFSA "Outside-In View" Structure



Aligned

EAD / SEFAD support	Mail & record Ass't (GSB6)	Driver (GSB7)	Senior Record Ass't (GSA3)	Household Staff (GSB5)
# FTEs	1	1	1	3

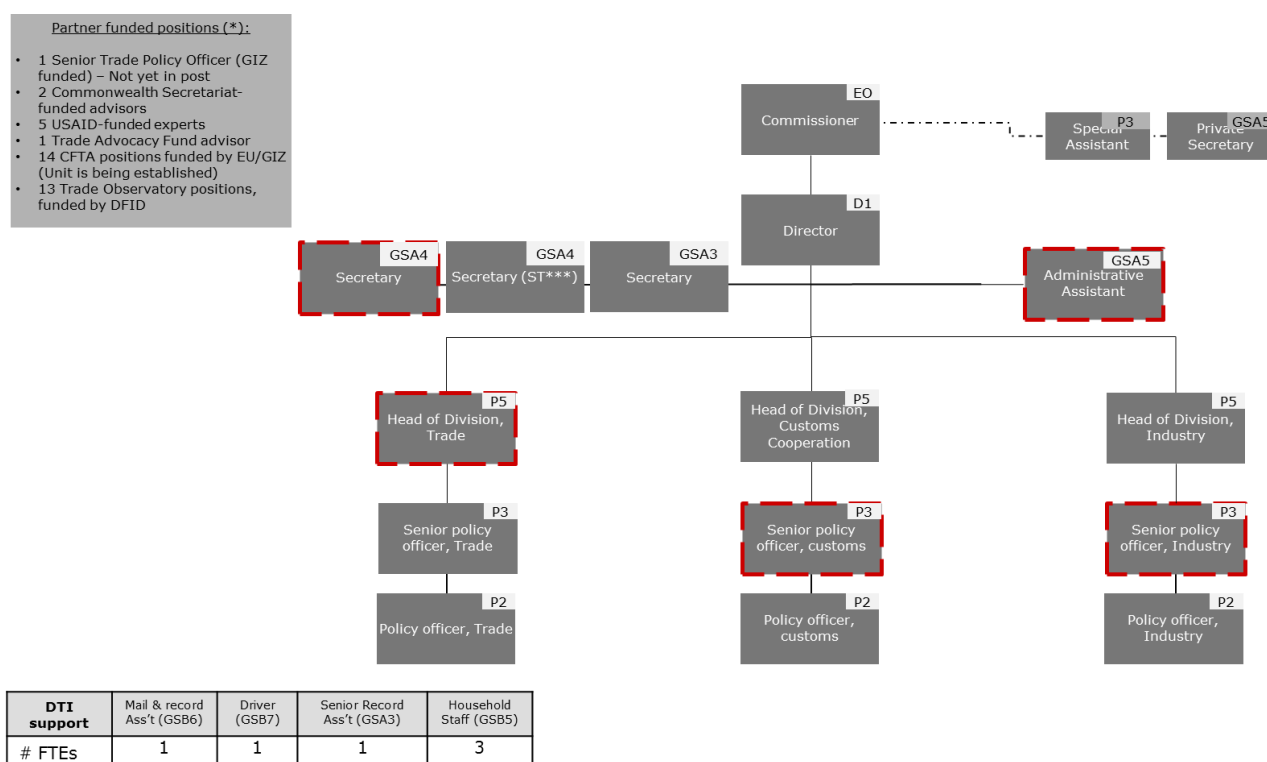


VII. DEPARTMENT OF TRADE AND INDUSTRY

70. Whilst presenting the structure of the Department of Trade and Industry (DTI), the consultant indicated that DTI played an important role in promoting Africa's industrialization, while managing several trade-related priorities including the Continental Free Trade Agreement (CFTA). He mentioned also that DTI was the natural sponsor of initiatives to support the plans to accelerate Africa's industrialization.

71. The Consultant highlighted that the review would therefore propose for the department to be renamed as Department of Industry and Trade (DIT) to reflect the primacy of industrialization issues. He indicated that the department would be split into two directorates with two directors namely the directorate of Industry; and the directorate of Customs and Trade. The Industry directorate would address industrialization and manufacturing across all categories, and also cover historically over-looked sectors such as blue/ocean economy as well as addressing the increased focus on mineral resource beneficiation through the creation of a Division on Mineral Resources.

Current Department of Trade and Industry Revised Maputo Structure as at 2012



Note: (*) Partner funded consultants and future CFTA unit report to Director, creating a wide span of control; (***) Short term
Source: Maputo Structure, 2012 revised Maputo Structure

72. The Department of Trade and Industry would support several Agenda 2063 priority areas, including:

- The promotion of the full implementation of Boosting Intra-African Trade (BIAT);

- b) Fast tracking of the establishment of the Continental Free Trade Area (CFTA), Customs Union and Common Market;
- c) Implementing the Plan of Action for the Accelerated Industrial Development of Africa (AIDA);
- d) Implementing the African Mining Vision (AMV), and Operationalizing the African Mineral Development Centre (AMDC);
- e) Formulating the commodities strategy;
- f) Implementation of the Pharmaceutical Action Plan;
- g) Establishing the African Centre for Blue/Ocean Economy.

COMMENTS AND OBSERVATIONS BY MEMBER STATES

73. The following comments and observations were made:

- a) The need to clarify whether tourism should be under the International Trade Division or Infrastructure & Energy Department;
- b) The need for consistency in the proposal as in the structure of DTI, a secretary had been attached to each P5 and in other structure, a secretary would serve a pool of P5s;
- c) Positions should be aligned appropriately with P4s as Principal Officers and P3 as Senior Officers;
- d) If positions were actually needed, they should be considered as regular position requirement instead of putting them as project positions for the department to come back later when there would be no budgetary provisions by partners;
- e) The need for the Commission to clarify whether offshore mining should fall under the blue ocean economy or mineral resources as well as provision of a senior officer to handle beneficiation as mandated in the Agenda 2063;
- f) What was the role of the department regarding unemployment and the need for clarity on the relationship of the Department with that of NEPAD and the RECs?;
- g) The need for the Commission to clarify the location of the Office responsible for African Standardization;
- h) The need for clarification on CFTA advisory role or should it be on a regular structure since negotiations would soon be completed and the Department would only be coordinating the activities; and

- i) The need for the Commission to clarify the meaning and purpose of Project Manager in the proposed structures.

RESPONSES BY THE COMMISSION

74. The Commission responded as follows:

- a) Tourism would be placed under Trade in services;
- b) Secretaries would be attached to the whole department and not to a particular Head of Division; appropriate correction would be done in the final document;
- c) There was currently no position dealing with mineral resources. The components of offshore mining could be handled by the Blue Ocean Economy;
- d) With regards to unemployment, the NEPAD and the RECs were the key implementers of the policies at regional and continent levels while the department designed the policy framework for approval by policy organ as well as coordinated the implementation;
- e) The Department was working very closely with the Partnership Division in several areas of bilateral, regional and continental cooperation; and
- f) Attention would be placed on standardization in order to break into the markets of the developed countries with goods African products.

CONCLUSION OF DISCUSSION AND RECOMMENDATION

75. On the basis of the comments made and feedback received by Members of PRC Sub-Committee, the following would be the amended proposed structure (Outside-In-View) in the portfolio of the Department of Industry and Trade (DIT):

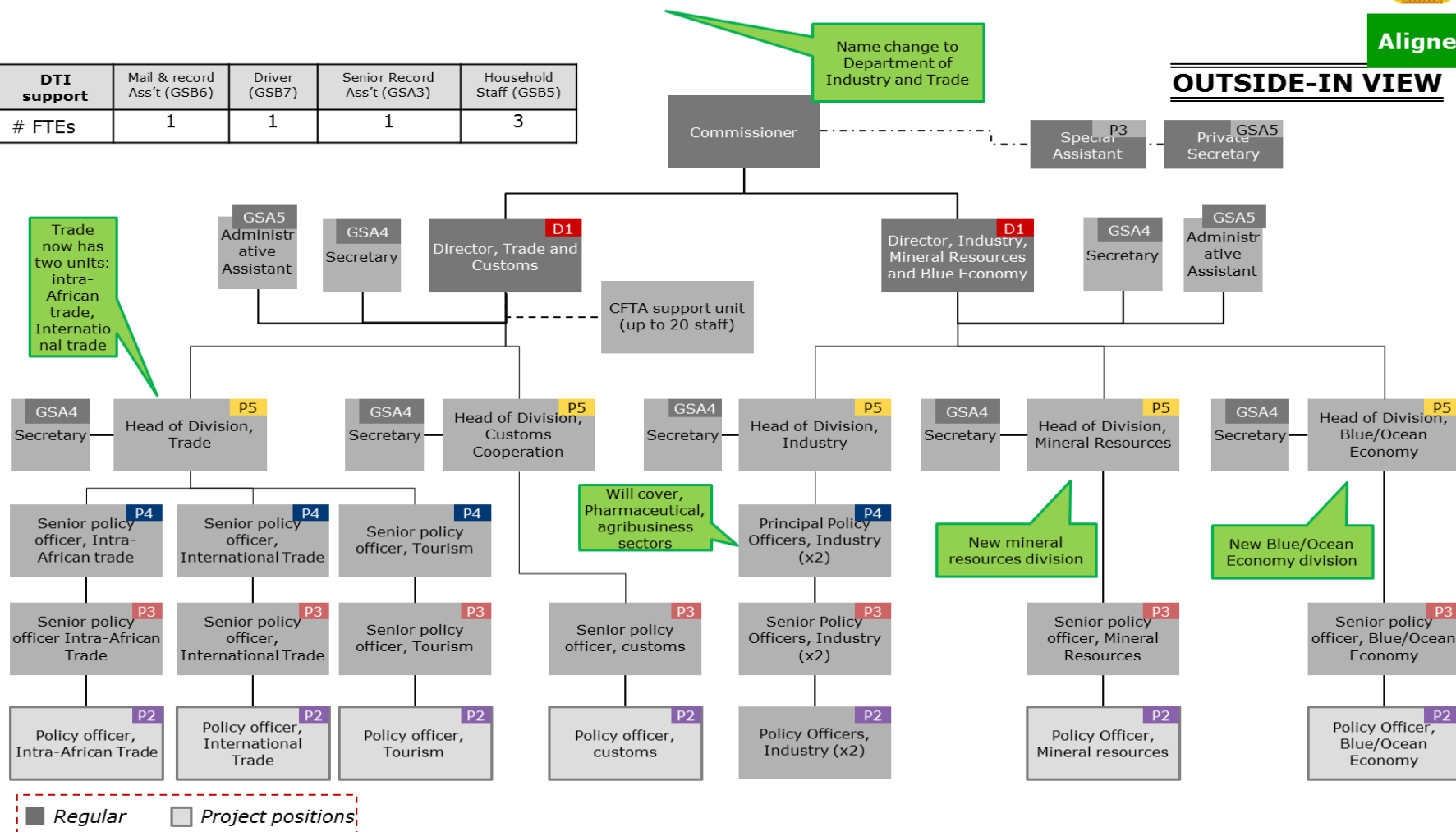
AMENDED DRAFT STRUCTURE OF THE DEPARTMENT OF INDUSTRY AND TRADE

DIT "Outside-In View" Structure



Aligned

DTI support	Mail & record Ass't (GSB6)	Driver (GSB7)	Senior Record Ass't (GSA3)	Household Staff (GSB5)
# FTEs	1	1	1	3

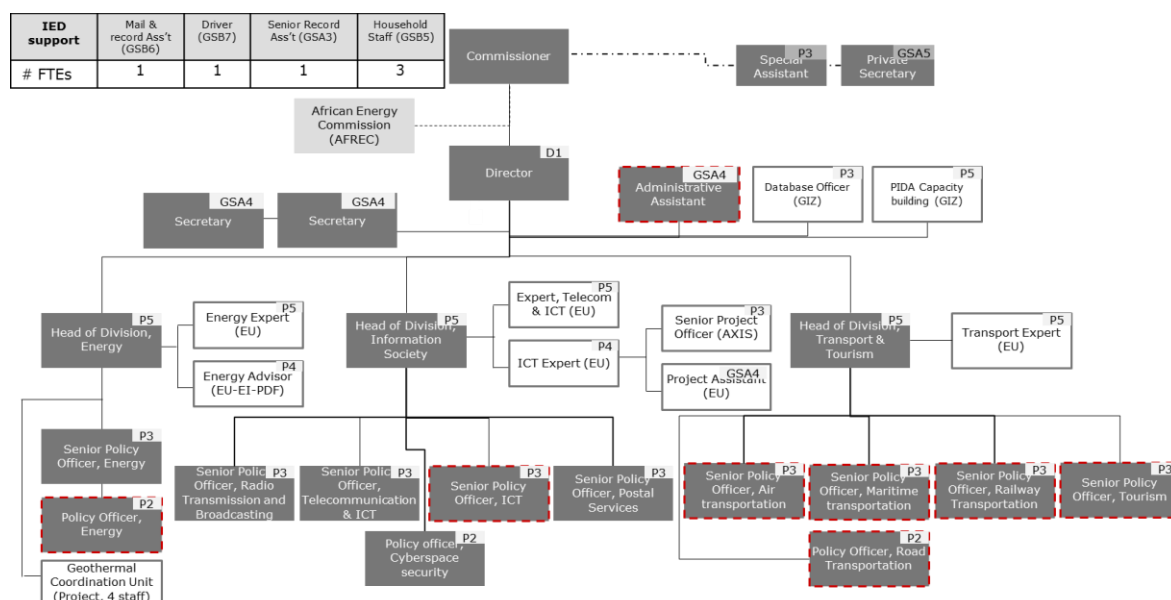


VIII. DEPARTMENT OF INFRASTRUCTURE AND ENERGY

76. Whilst presenting the structure of the Department of Infrastructure and Energy (DIE), the Consultant indicated that DIE had the responsibility to promote the development of infrastructure and energy resources at the regional and continental levels, and was increasingly stretched by rising priorities like renewable energies, shift to digital economy, e-initiatives (e.g. government, health, education and others), rail, road, air and maritime transportation.

77. The Review would propose targeted upgrades to reflect Agenda 2063 requirements, specifically strengthening e-initiatives in the Information Society Division as well as changing the role profiles in specific areas such as transportation, renewable energy and other to reflect the technical nature of these fields.

Current Department of Infrastructure and Energy Revised Maputo Structure as at 2012



78. The Department of Infrastructure and Energy would support several Agenda 2063 priority areas, including:

- Promotion of modern and liveable habitats and basic quality services such as Infrastructure for access to services and others;
- Promotion and development of port operations and marine transport; and
- Promotion and development of communication & infrastructure connectivity such as High-speed Train Network; Trans-African Highway; Air Transport Market; PIDA; and others.

COMMENTS AND OBSERVATIONS BY MEMBER STATES

79. The following comments and observations were made:

- a) The need to ensure that the P4 position under information society remain under the span control within the Outside-In View proposed structure;
- b) The need to ensure alignment of the Principal Policy position at P4 and that of Senior Policy Officer at P3.
- c) The need to reduce dependency on partner funding in financing positions in the structure so as not to burden Member States in the event the partners decide to withdraw themselves after some time;
- d) The need for the Commission to ensure that the components of telecommunication appeared in the proposed structure;
- e) There was need to revisit the proposal of having regular positions in the area of transport and in all proposed structure instead of keeping them at project or temporary positions and be at the mercy of partner funding;
- f) The need to clarify the relationship of the Department with that of NPCA and the RECs; and
- g) The need for the proposed structure to address the issue of internet, applications and e-transformation for the continent.

RESPONSES BY COMMISSION

80. The Commission responded as follows:

- a) The important elements of Information, Communication and Technology sector would be retained in the amended proposed structure as it would represent a unique opportunity for socio-economic development of the continent in the field of e-health, e-agriculture, e-governance and others;
- b) Since one of the major components of integration was transport, it would be logic to have a Transport Division working with the NEPAD Planning and Coordination Agency (NPCA) and RECs at regional and continental levels;
- c) The elements of socio-economic infrastructure at regional and international levels such as hospitals and others were as important as the component of energy as specified in the proposed structure;
- d) With regard to partnership, each division within the proposed structure would be responsible for its technical partnership mechanism and the Office of the Chairperson would handle the managerial, financing and legal aspect of all partnership;
- e) Positions had been proposed on the need of the Organization as defined in the Agenda 2063 and not on the basis of partnership. The Project Management funded by partnership was meant to ensure that the Commission would deliver results in line with the agreed timeline and

once a project was completed, these individuals would be separated in line with the agreement with partners; and

- f) Necessary amendments would be made to the structure to include all the areas of concern such as ICT, Telecommunication, Transport, Energy and Infrastructure in the amended structure.

CONCLUSION OF DISCUSSION AND RECOMMENDATION

81. On the basis of the comments made and feedback received from Members of PRC Sub-Committee, the following would be the amended proposed structure (Outside-In-View) in the portfolio of the Department of Infrastructure and Energy (DIE):

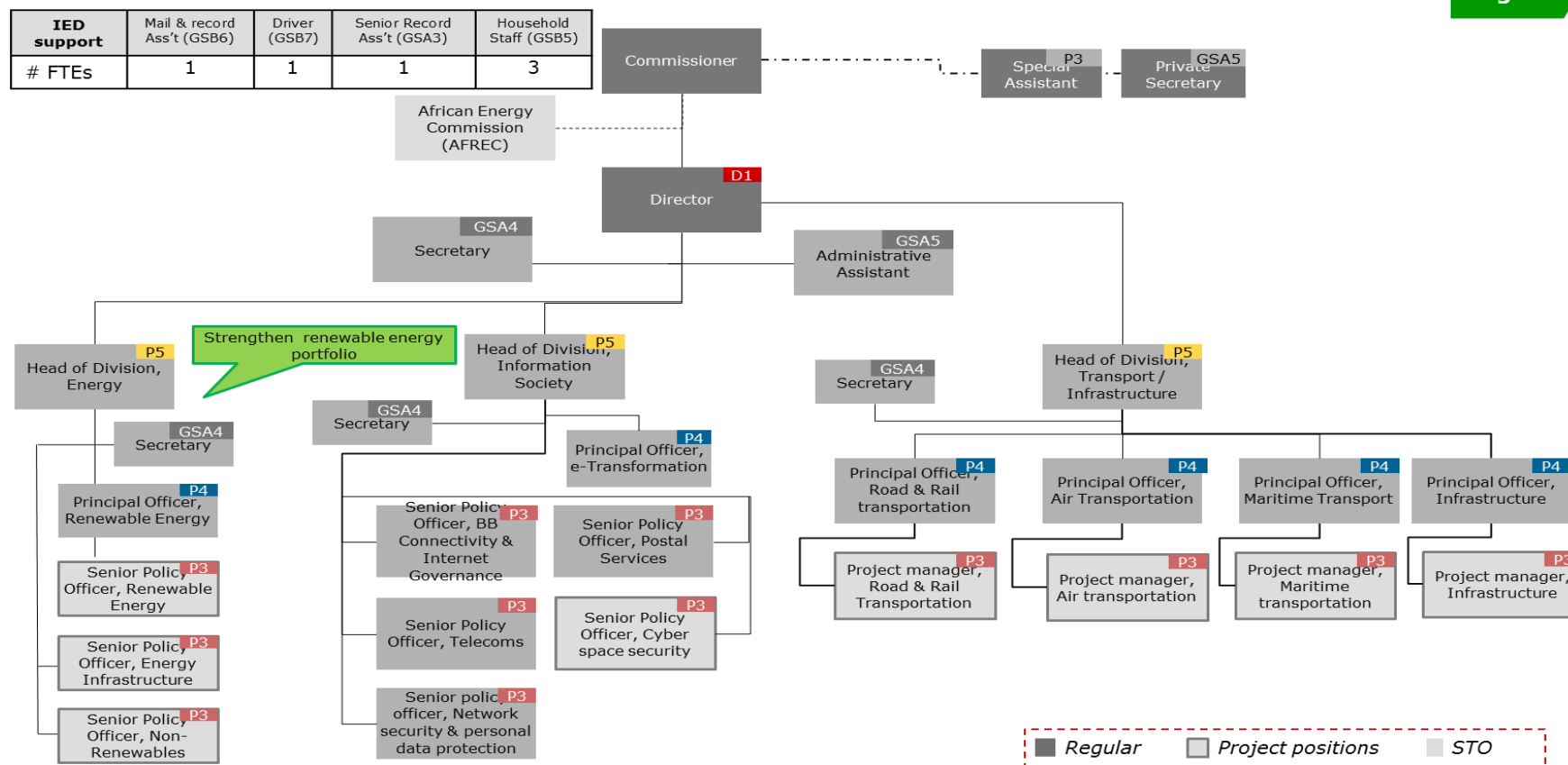
AMENDED DRAFT STRUCTURE OF THE DEPARTMENT OF INFRASTRUCTURE AND ENERGY

IED "Outside-In view" Structure

OUTSIDE-IN VIEW



Aligned



Source: Maputo Structure Document, 2012 revised Maputo Structure, IED Staff interview

PART 2: SUPPORT DIRECTORATES AND OFFICES

I. OFFICE OF THE CHAIRPERSON

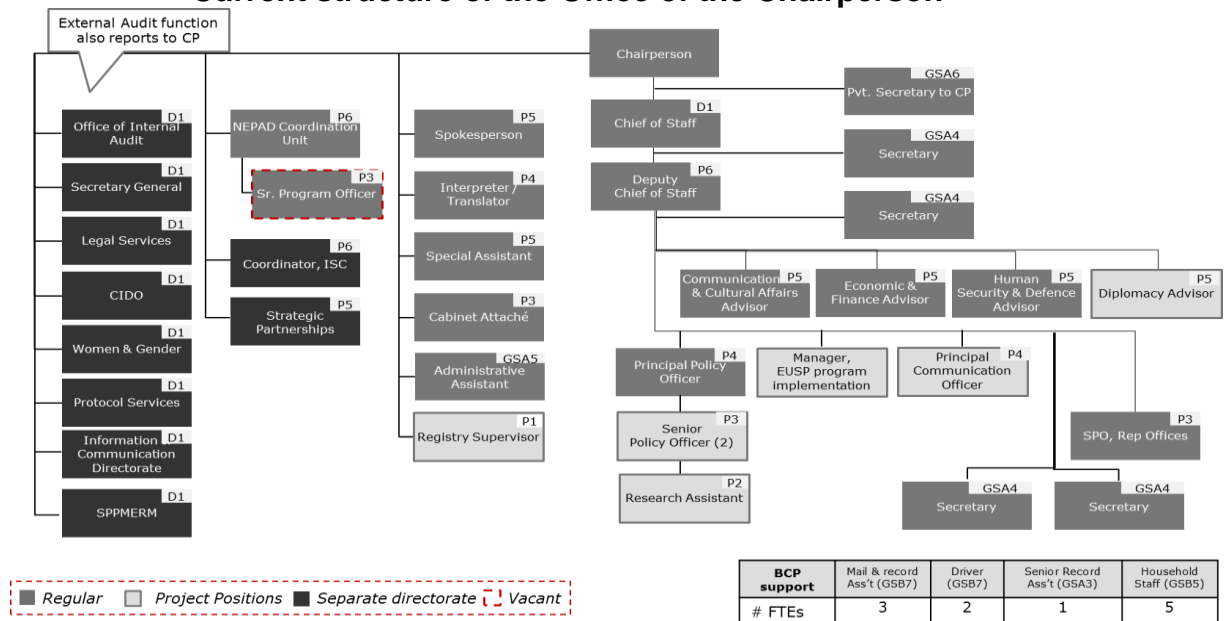
82. In his introductory briefing, the Director of AHRMD indicated that the mandate of the Office of the Chairperson would cover four main objectives namely:

- a) Support the Chairperson in the execution of his or her responsibilities as Chief Executive, Legal Officer and Accounting Officer of the Union;
- b) Ensure coordination among directorates and departments directly and indirectly under the Chairperson's supervision;
- c) Provide advisory services to the Chairperson; and
- d) Manage schedule, tasks, correspondence, and statements by the Chairperson.

83. He highlighted that the Office of Chairperson structure would also support the three main responsibilities of the Chairperson as:

- a) **Chief Executive:** Representing the Commission and driving strategic and policy direction; Chairing all Commission meetings; Facilitating the function, decision-making and reporting of all AU organs; Ensuring conformity and harmony with agreed AU policies, strategies, programmes and projects;
- b) **Legal Representative:** Approving or delegating all actions with legal implications on behalf of the Commission; Preparing the annual report on the AU and its organs' activities; and
- c) **Accounting Officer:** Accounting for financial and administrative affairs of the Union; appointing all AU Commission staff; Preparing of strategic documents; approving all administrative directives and policies.

Current structure of the Office of the Chairperson



84. He further indicated that following the assessment and the benchmarking, the review recommended the following main changes:

- a) Key Directorates including the Office of Secretary General; Strategic Policy Planning, Monitoring, Evaluation and Resource Mobilisation Directorate (SPPMERM); Office of Legal Counsel & Office of Internal Audit strengthened to better assist the Chairperson in executing his/her Executive, Legal, and Accounting responsibilities;
- b) Advisors proposed in the structure would be in a flexible pool, allowing the Chairperson to hire and appoint according to prevailing priorities;
- c) A new centralized RECs Coordination Unit had been introduced as a single point of accountability for interactions with RECs; and
- d) Deputy Chief of Staff would coordinate the Chairperson schedules and oversee the work of the support staff within the Bureau of the Chairperson.

85. In his presentation, the consultant explained that the proposed structure had been designed to align accountabilities to the mandate of the Office of the Chairperson. He enumerated the following in terms of support for the execution of the Chairperson's Responsibilities:

- a) The Office of the Secretary-General had been strengthened with direct reporting line to the Chairperson and the Secretary-General would oversee the Directorate of Conference Management and Publications as well as that of the Protocol Services Directorate;
- b) The Office of Legal Counsel and that of the Office of Internal Audit with direct reporting line to the Chairperson; and

- c) The Directorate of PBFA under the DCP would manage financial accounting and budgetary requirements with dotted link with the Chairperson.

86. The consultants proceeded with the detailed presentation of the four offices under the Office of the Chairperson namely, the Bureau of the Chairperson; the Directorates of SPPMERM; and the Office of the Secretary General. The current structure for those directorates is as follows:

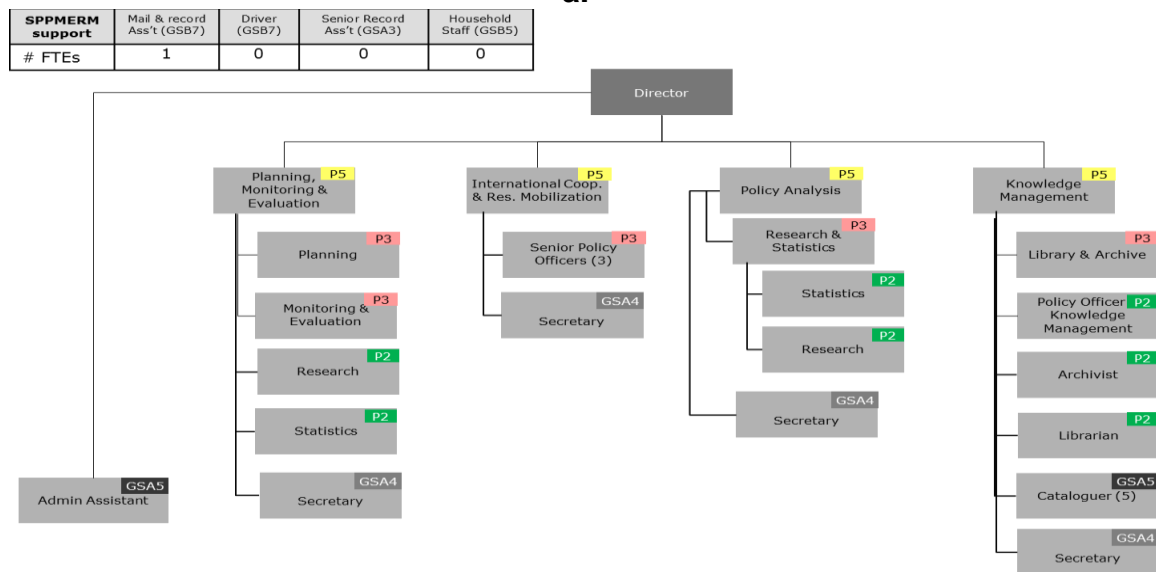
87. He further explained that in line with the Agenda 2063, the mandate of the Bureau of the Chairperson would support the Chairperson in the execution of his or her executive, legal, and accounting responsibilities, including ensuring coordination across AUC directorates and departments in their deliveries, advising on A2063 priorities and policies, and managing correspondence and statements.

88. The consultant emphasized that the mandate of the directorate of SPPMERM would ensure successful planning and delivery of Agenda 2063 through effective and holistic monitoring of progress of programmes and through mobilization and allocation of extra-budgetary resources. He added that SPPMERM under the Agenda 2063 had to :

- a) coordinate effective and holistic project and programme monitoring and evaluation to understand the true status of initiatives and be able to proactively intervene on the correct course of action;
- b) build culture of transparency on performance to pinpoint areas of excellence and challenge and coordinate best practice sharing;
- c) ensure that priority topics for mainstreaming – gender and youth – are integrated in project planning; and
- d) coordinate the resource planning and allocation process to ensure that resources are deployed effectively against priorities.

Current Structure of the SPPMERM Directorate

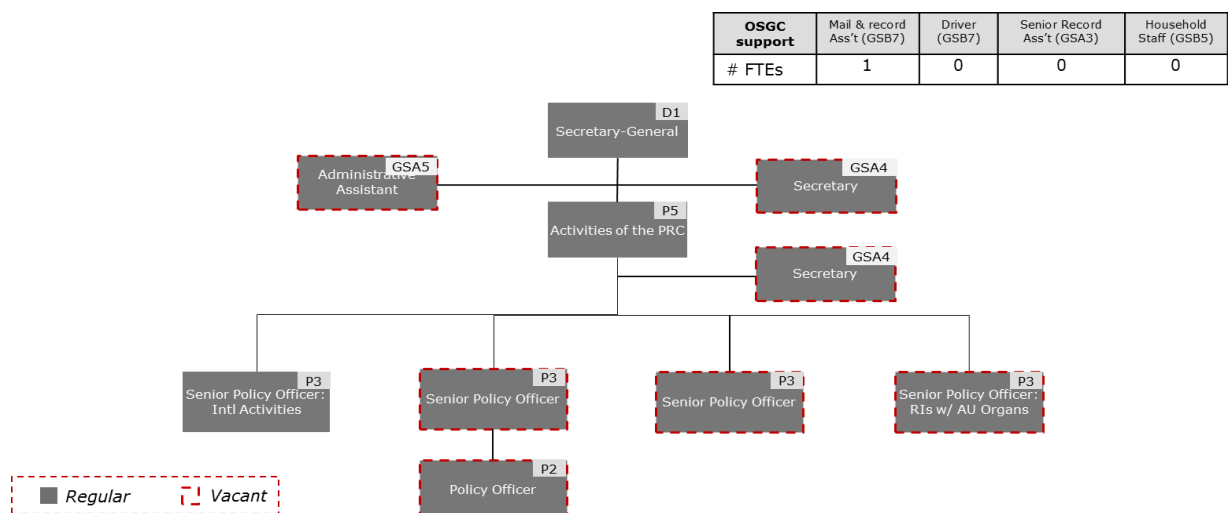
a.



89. The consultant mentioned that the mandate of the Office of the Secretary-General of the Commission was to assist the Chairperson to establish general policy direction and coordination of the Commission's work. He reiterated that under the Agenda 2063, the OSG had the responsibilities to:

- Assist the Chairperson in monitoring the implementation of the Decisions of the Union's Policy Organs;
- Ensure coordination across the AU by running the Commission's and Directors' Meetings;
- Publish the Official Journal of the Union; and
- Organize the agenda for the Summit, Executive Council, PRC, and PRC sub-committee meetings.

Current Structure of the Office of Secretary General



90. Following the presentation of the current structures of the four offices – Office of the Chairperson, Bureau of the Chairperson, the Directorate of SPPMERM, the Office of the Secretary General, the consultant gave a brief summary of the major changes on the proposed Outside-In View structures namely:

- a) Chief of Staff and Deputy Chief of Staff would be used as “span breakers” to reduce direct reports to the Chairperson - strengthened directorates should also provide adequate leverage to the Chairperson;
- b) Introduction of a centralized RECs Coordination Unit with a single point of accountability for interactions with the RECs;
- c) Creation of opportunities for Youth Volunteers to work across the Bureau and all offices;
- d) Eliminate duplication of roles such as the abolition of the post of Senior Policy Officer - Representational Offices as the Chief of Staff to liaise directly with Representational Offices;
- e) Under SPPMERM, the planning and monitoring function would be part of the Planning and Monitoring Division and the evaluation component would be left as an independent unit reporting directly to the Director of SPPMERM;
- f) The knowledge management component would report to the Office of the Secretary General (OSG) with the view to aligning this function with Agenda 2063 and OSG’s mandate and best practices as well as strengthen the function of institutional memory;
- g) The creation of a new Internal Coordination Division under the OSG with the objective of focussing on an inter-departmental robust coordination; and
- h) The OSG to become the single point of accountability for meeting and conference process through the integration of the Protocol Services Directorate and the Directorate of Conference Management and Publications into its structure.

COMMENTS AND OBSERVATIONS BY MEMBER STATES

91. Following the presentation by the Consultant and the Commission, the Chairperson gave the floor to the members of the PRC Sub-Committee to provide their comments and observations on the four structures presented:

a) Bureau of the Chairperson:

- i) The need for the Commission to provide clarification on the implementation of the D2 grade together with its attendant financial impact on Member States as well as the reporting line of D1 to D2 (OSG and Chief of Staff);

- ii) The Commission to clarify the need for a Chief Ethics Officer at P5 level in the Bureau while the position could be placed in the AU Board of Anti-Corruption;
- iii) The need for the Commission to clarify whether the shadow structures, overlapping, duplications and bottleneck, as identified during the Douala workshop, had been resolved in the proposed Outside-In View;
- iv) Clarification was sought on the need of the Senior Advisor coordinating a pool of Advisors in the BCP since these were political appointees attached to the term of office of the elected official and should only play advisory role and not technical duplication with departments and directorates;
- v) With regards to the youth under BCP, there was need for more practical clarification on youth deployment, training and others and to avoid any issue of duplication and overlapping with the department of HRST; and
- vi) The Representational Offices to report directly to the Chairperson and not the Chief of Staff.

b) SPPMERM Directorate:

- i) With regards to the implementation and planning functions in the directorate of SPPMERM while other departments and directorates had their planning mechanisms and functionalities, clarification was sought on the relationship of SPPMERM planning role with those directorates and departments as well as with that of the OSG's role on internal coordination and
- ii) The need to clarify the importance of all the P2 officers (monitoring and planning) under the SPPMERM directorate as these could have been consolidated and streamlined in a pool service.

c) Office of the Secretary General:

- i) The need for the structure of the directorates of DCMP and Protocol Services to remain under the Office of the Chairperson so as not to overload the Office of the Secretary General; and
- ii) The need for the Office of the Secretary General should to take control of the knowledge management and institutional memory.

RESPONSES BY THE COMMISSION

92. The Commission responded as follows:

- a) Given that fact that the structural review would be done every 10 -15 years due to the dynamic nature of mandate of any organization, the

proposed Outside-In View structure was meant to resolve the duplications and overlapping that currently exist;

- b) The Office of the Secretary General has the mandate and responsibility of working with all Organs and the Commission at large including the coordination of other directorates and departments;
- c) Within the SPPMERM directorate, the separation between monitoring and evaluation would be required for checks and balances;
- d) With regard to the pool of Advisors, he proposed that the structure would provide for specific components and field of actions with the view to providing some level of flexibility to the Chairperson so as to enable focus on priorities;
- e) In relation to the reporting line, it had been designed in line with the agreed principles as per the Douala workshop with appropriate span of control;
- f) It would be inefficient and inappropriate, as the current structure, if all directorates report to the Chairperson and continue enhancing silo mentality, creating bottlenecks with no sufficient time and no division of labour;
- g) The Outside-In View proposed structure provided for a specific supervisory role to the Chairperson while operational functions like the Directorate of Information and Communication could be supervised and handled by the Chief of staff;
- h) With regard to the grade D2 there had been attempts to propose this position some 4 years ago to have a Secretary General who would act as Head of Civil Service at D2 level. He or she would keep up the entire coordination aspect as well as serve as the institutional memory apart from the operational activities and coordination of directors;
- i) The creation of the post of D2 would be done without changing the existing salary span and the same would be applied to the P6 grade;
- j) Since structural reforms could be done in isolation, AHRMD was currently running in parallel, three other projects, namely the revision of the Staff Regulations and Rules; the Job Evaluation and Grading Project; and the Revision of the salary scale, allowances and benefits which is scheduled for consideration by policy organs in June 2016;
- k) The Internal Audit Committee worked with the Office of Internal Auditor while the Board of External Auditors, appointed by Member States, reports to the Executive Council; and
- l) The final document would be updated taking into account the concerns and comments made by the PRC Sub-Committee including the structure of other directorates within the Office of the Chairperson.

CONCLUSION OF DISCUSSION AND RECOMMENDATION

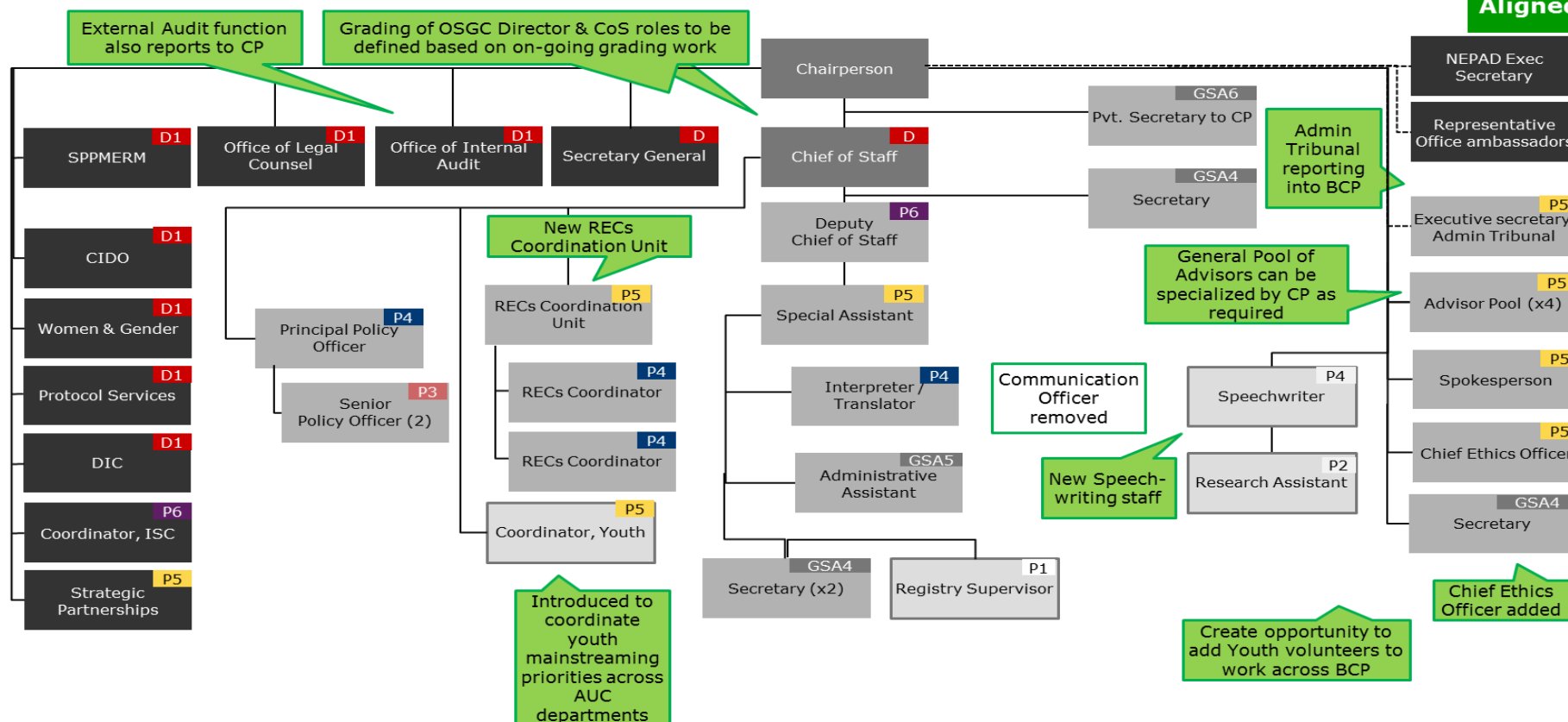
93. On the basis of the comments made and feedback received from Members of the PRC Sub-Committee, the following is the amended proposed structure (Outside-In-View) of Directorates and offices with the Bureau of the Chairperson:

AMENDED DRAFT STRUCTURE OF THE OFFICE OF THE CHAIRPERSON

BCP "Outside-In View" Structure

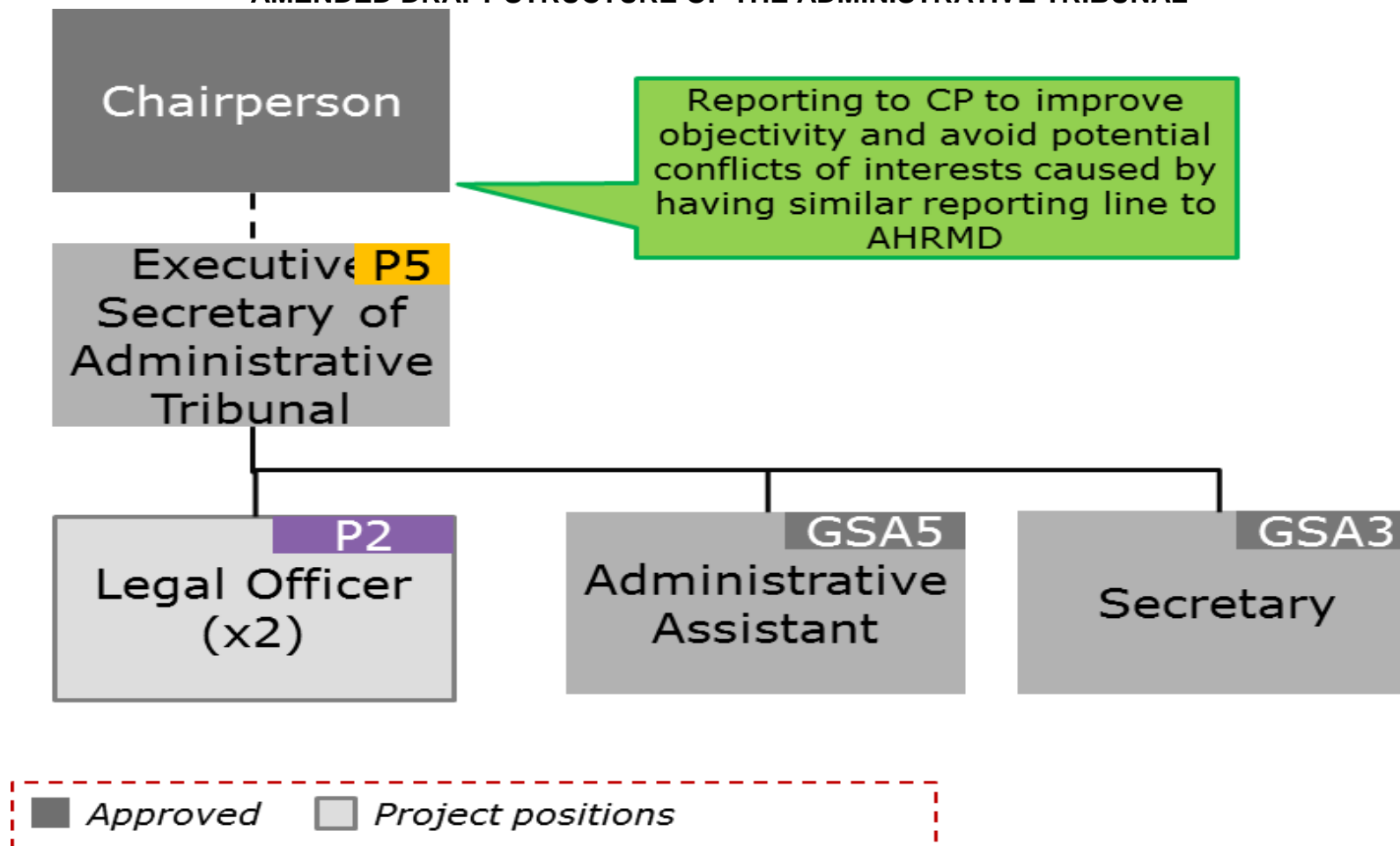


Aligned



Source: 2012 Revised Maputo document; AHRMD database

AMENDED DRAFT STRUCTURE OF THE ADMINISTRATIVE TRIBUNAL



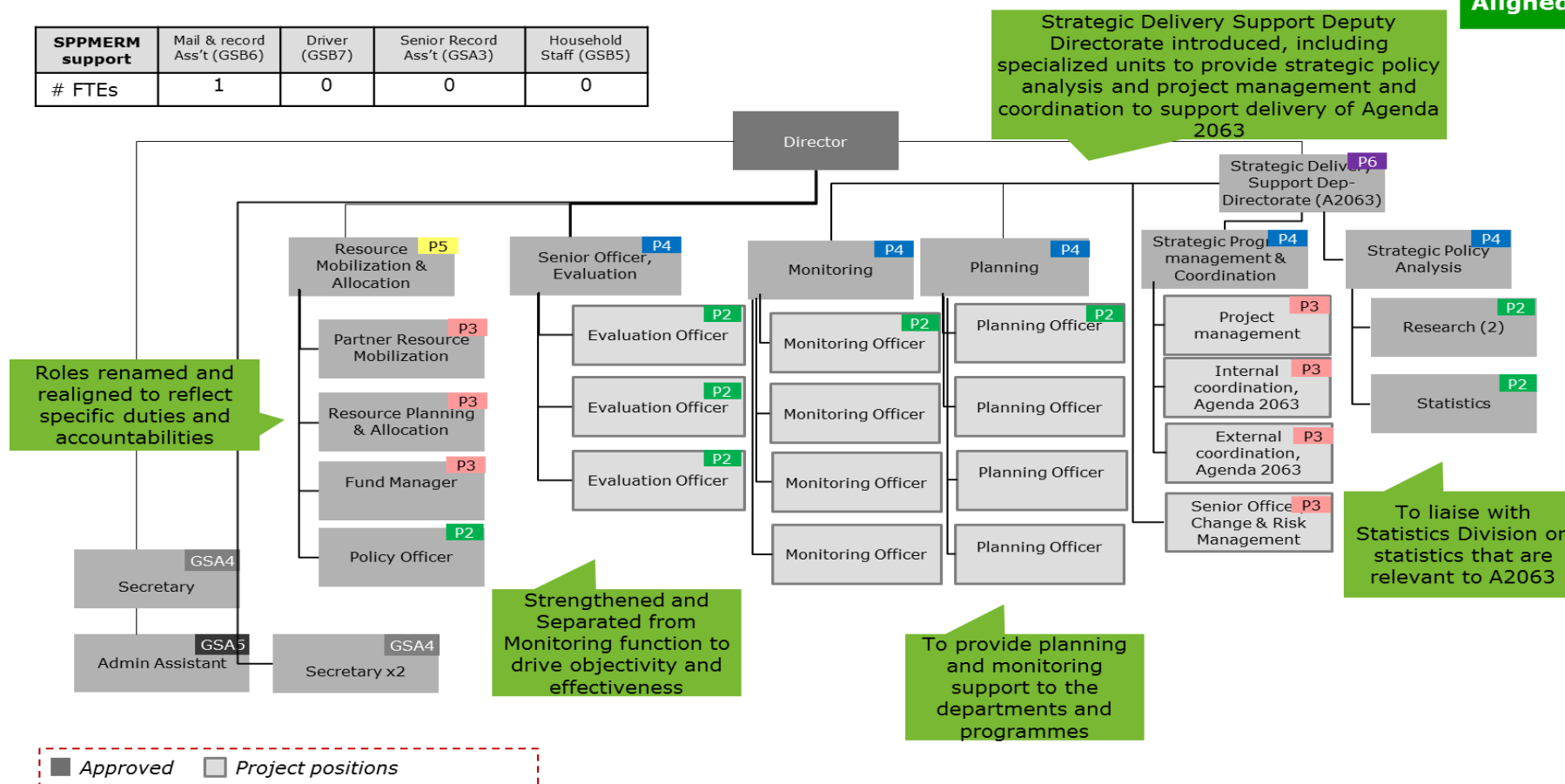
AMENDED DRAFT STRUCTURE OF THE STRATEGIC POLICY PLANNING, MONITORING EVALUATION & RESOURCE MOBILISATION DIRECTORATE (SPPMERM)

SPPMERM "Outside-in View" Structure



Aligned

SPPMERM support	Mail & record Ass't (GSB6)	Driver (GSB7)	Senior Record Ass't (GSA3)	Household Staff (GSB5)
# FTEs	1	0	0	0

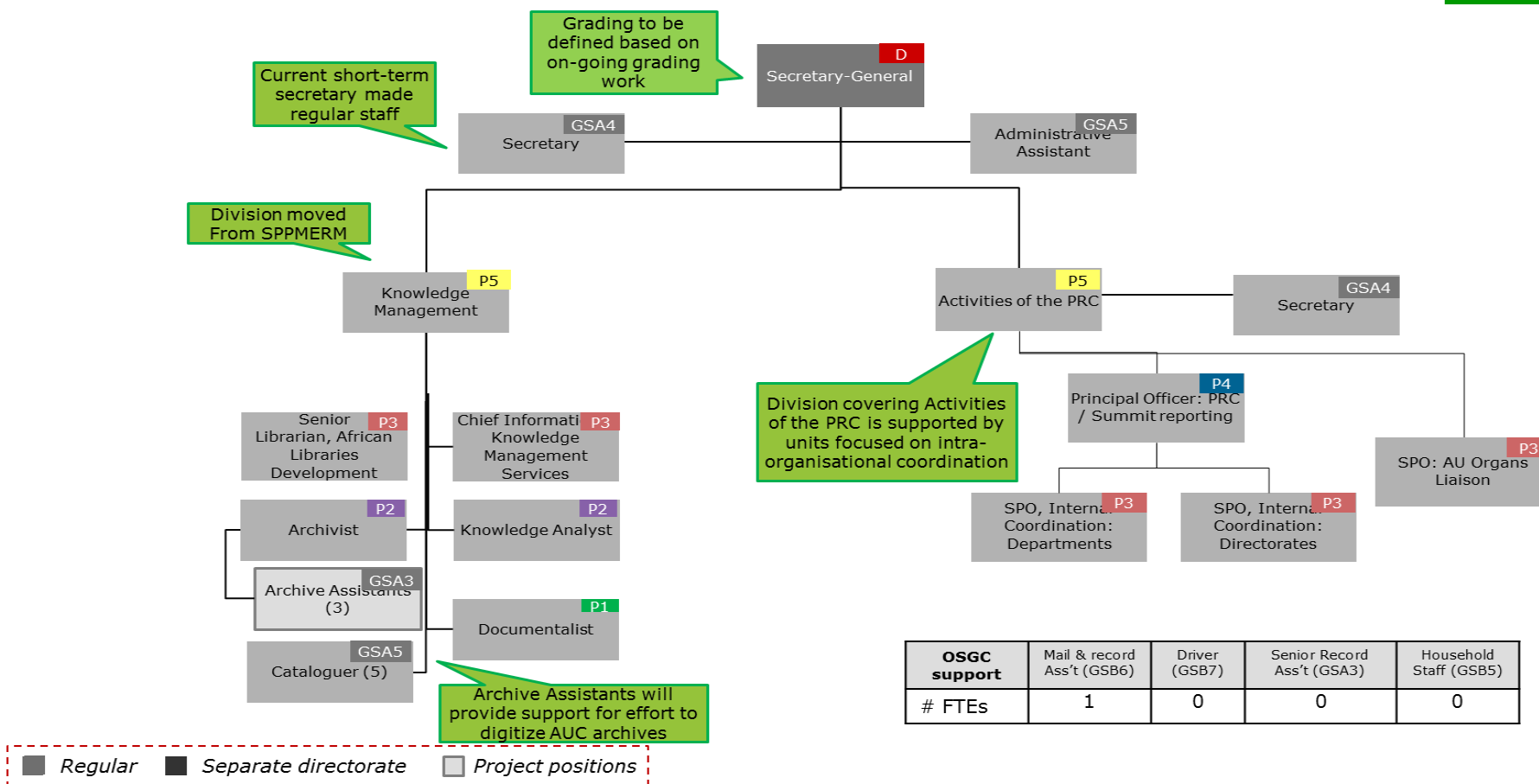


AMENDED DRAFT STRUCTURE OF THE OFFICE OF SECRETARY GENERAL

OSGC "Outside-In View" Structure



Aligned



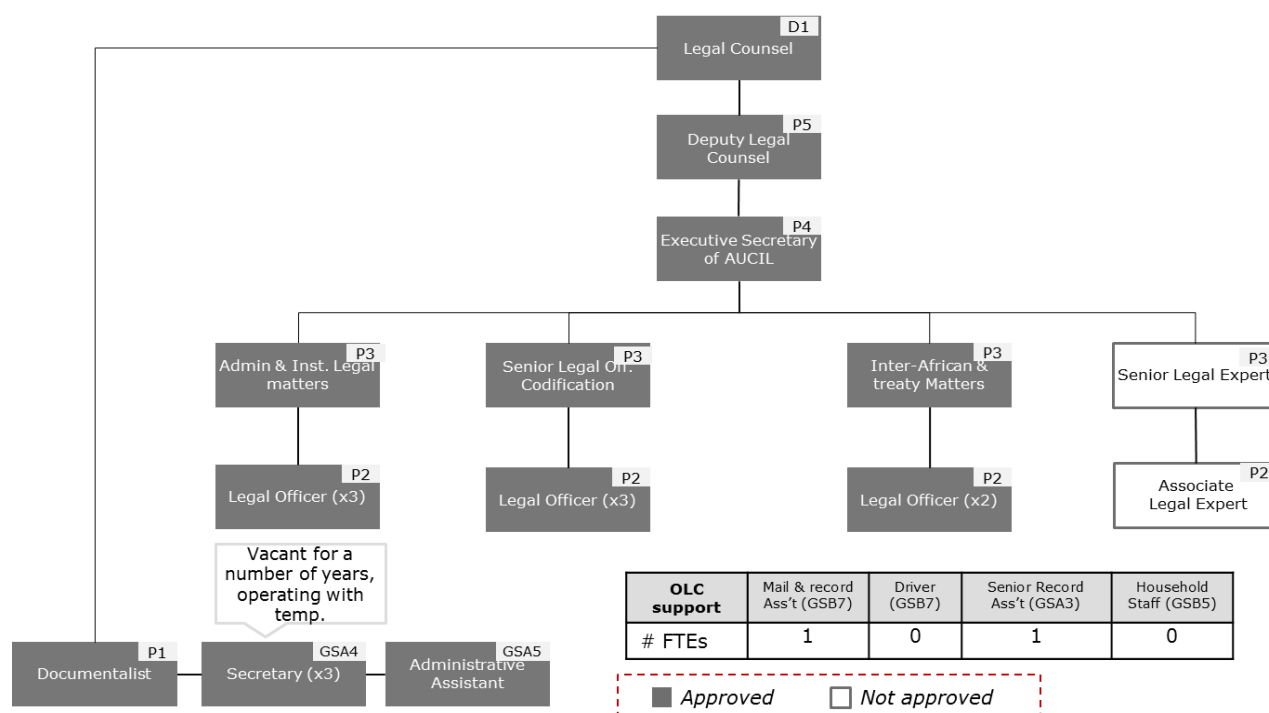
OSGC support	Mail & record Ass't (GSB6)	Driver (GSB7)	Senior Record Ass't (GSA3)	Household Staff (GSB5)
# FTEs	1	0	0	0

OFFICE OF THE LEGAL COUNSEL

94. The Sub-Committee was informed that the mandate of the Office of the Legal Counsel was to provide legal advisory and representational services to all directorates, departments, AU Offices and Organs as well as serving as depository of all legal instruments of the Union and most essentially responsible for ensuring legality in decision-making and compliance with the AU Constitutive Act and all existing legal instruments and treaties of the Union. Under the Agenda 2063, the role and mandate of the Legal Counsel would provide professional legal services to various departments and directorates of the AUC including AU Organs, Agencies and Institutions.

95. The consultant expressed his concern that the current structure of the OLC was significantly underequipped to meet the broad needs across the AU for legal services. He indicated that the proposed structure (Outside-In View) had an additional of 14 new staff as compared to the 20 new positions which the directorate had requested.

Current Revised Maputo Structure of Office of the Legal Counsel



COMMENTS AND OBSERVATIONS BY MEMBER STATES

96. Following the presentation of the structure of the Office of the Legal Counsel, Member States made the following comments and observations:

- Providing legal advice to the African Union should be one of the items listed;
- Would the changes in the structure have any financial implications since several new positions would be added?;

- c) The Legal Counsel should be a person of high calibre highly experienced in both political and diplomatic issues. The staff in the Office of the Legal Counsel should also be well versed and experienced in international law, diplomatic and political issues;
- d) In view of the importance of the Office of the Legal Counsel, it was appropriate to change the name of the office into a directorate instead of just calling it an Office;
- e) Even though the Legal Counsel was at the Director's level, the need for the Commission to clarify the reason to why in the document the grade is not defined?;
- f) Given the role of the OLC, it would need to be strengthened in order to execute its mandate;
- g) Given the fact that ratifications were done by national parliaments, how would the OLC handle such issues?;
- h) The whole secretariat under the OLC should be under the Deputy Legal Counsel instead of leaving the position with only one senior officer under him or her and making him or her redundant and therefore the two new P5 posts should thus be removed; and
- i) The opinion of the Legal Counsel should seek to unite and not to divide by not being too technical in his or her legal opinions about political and diplomatic issues.

RESPONSES BY THE COMMISSION

97. The Commission responded to Member States' comments and observations as follows:

- a) With regard to the defining of the grade, there were suggestions about the role and job description of the Legal Counsel in relation to the grade;
- b) Regarding the role of the OLC in providing legal advice to Member States, there was a long list of roles of the Legal Counsel that were not indicated in the document;
- c) On whether the nomenclature of the OLC being changed into a Directorate or department, the Commission would take note of it and discuss with the appropriate team;
- d) On the role of the OLC in promoting ratifications, it was explained that the OLC was only providing supporting roles in order to ensure that ratifications were done by the national parliaments;
- e) Discussions would be held with the OLC regarding the role of the Deputy Legal Counsel vis-à-vis what had been indicated;

- f) The staff on P2 grade would be involved in the drafting processes;
- g) Whilst there was a need to strengthen the OLC, it should not be exaggerated and that Member States should be able to second some junior professional officers at the lower professional grades; and
- h) What would be the principal accountabilities and roles needed for the various positions in order to deliver on their mandate?

CONCLUSION OF DISCUSSION AND RECOMMENDATION

98. On the basis of the comments made and feedback received from Members of the PRC Sub-Committee, the following is the amended proposed structure (Outside-In-View) of Office of the Legal Counsel within the Office of the Chairperson:

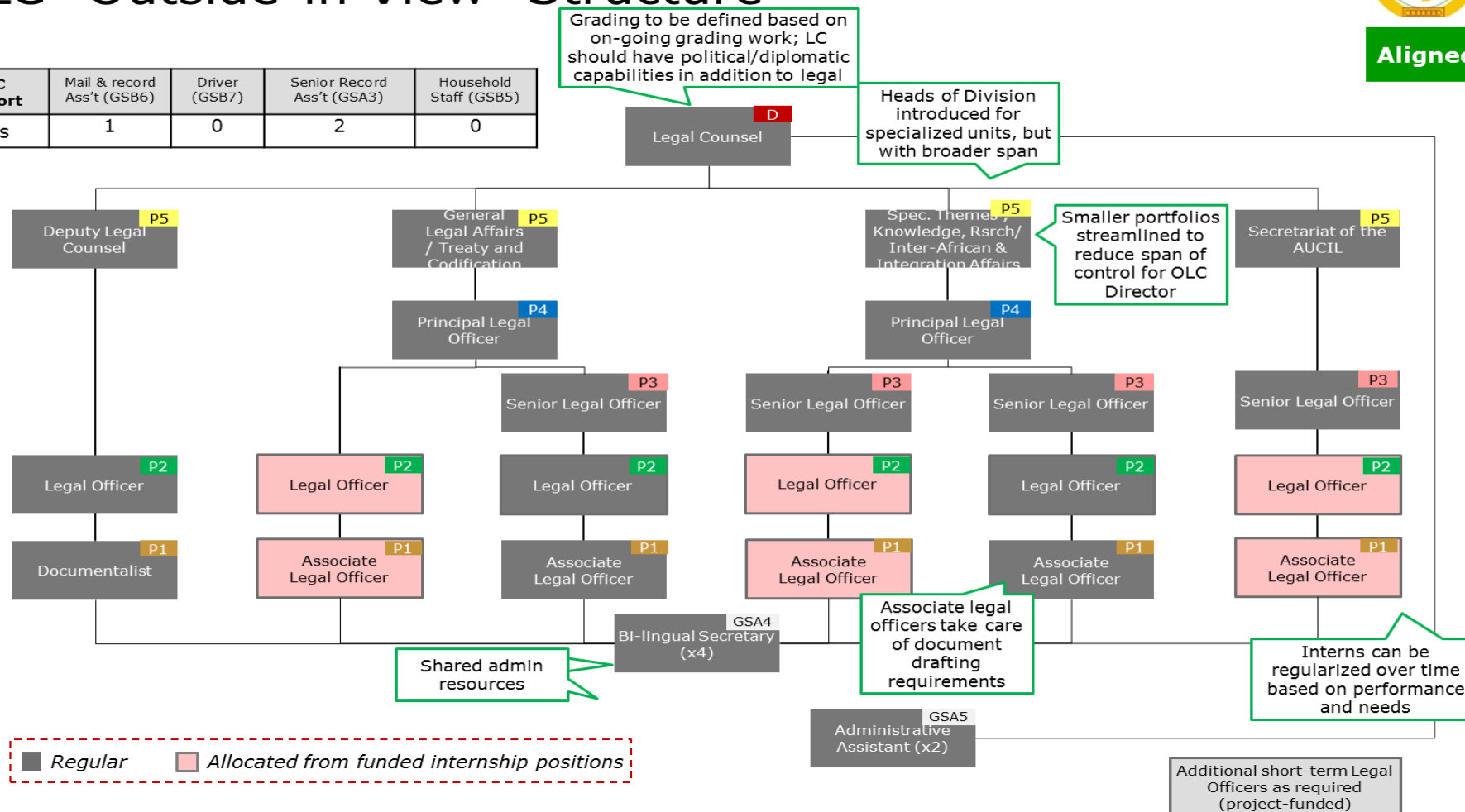
AMENDED DRAFT STRUCTURE OF THE OFFICE OF LEGAL COUNSEL (OLC)

OLC "Outside-in View" Structure



Aligned

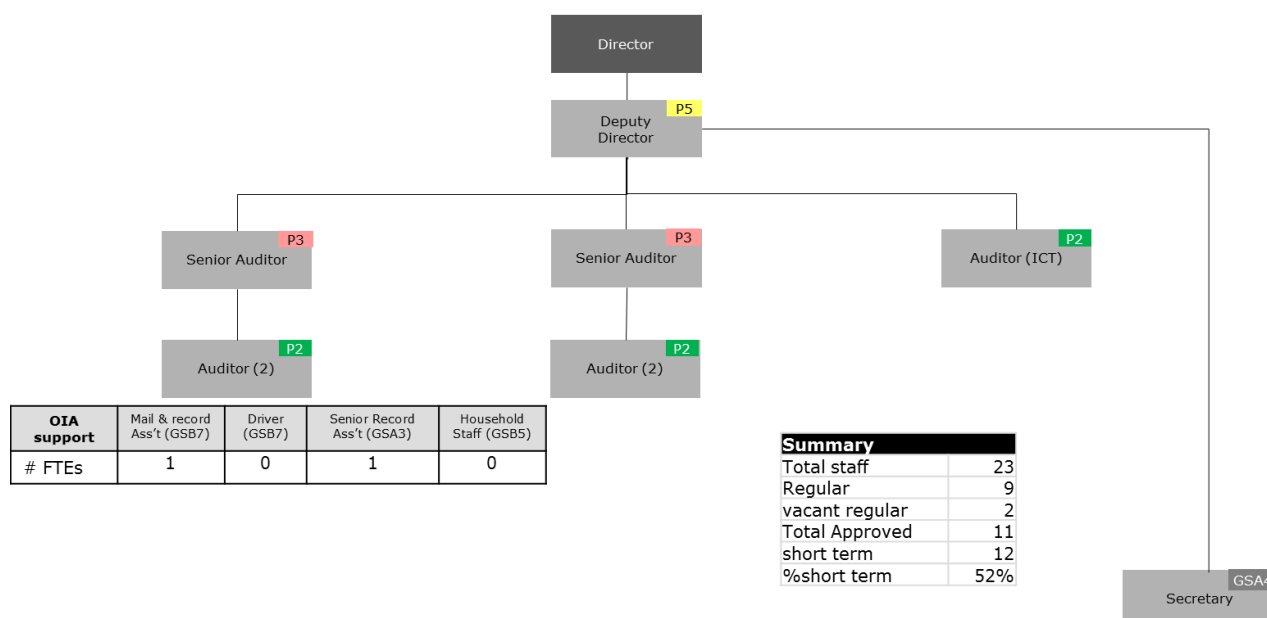
OLC support	Mail & record Ass't (GSB6)	Driver (GSB7)	Senior Record Ass't (GSA3)	Household Staff (GSB5)
# FTEs	1	0	2	0



OFFICE OF THE INTERNAL AUDIT (OIA)

99. The Consultant indicated in his presentation that the mission of OIA was to ensure that the financial rules and procedures of the Union were sound, efficient and implemented in line with the statutory mandates given by Member States. He added that the proposed structure is meant to support the Agenda 2063 in ensuring compliance and accountability in the AU through the functioning of a number of core functions. He mentioned that these functions include ascertaining the completeness, authenticity and proper maintenance of the Union financial records; reviewing the Commission's financial control systems including those for safeguarding assets and detecting fraud and theft; alerting Programme Managers to required improvements and undertaking any special mission or investigation as and when required by the Executive Council and/or the Chairperson.

Current Revised Maputo Structure of the Office of Internal Audit



COMMENTS AND OBSERVATIONS BY MEMBER STATES

100. The following comments and observations were made by the Member States:

- There was no need for the post of Deputy Director but the other staff complement should rather be strengthened.
- A P5 staff should be a Head of Division and not a Deputy Director. There cannot be a Deputy Director without Heads of Division; the Head of Division could always assist the Director in supervising all the P3s;
- Could the job description of the Quality Assurance Officer be provided since he or she seemed to stand alone in the proposed structure?
- If the Quality Assurance officer would be ensuring the quality of work of the other staff, why should they be on the same grade?

- e) The OIA should conduct quarterly auditing of the Commission and organs as well as annual staff audit;
- f) It was not appropriate for the Investigations Officer on P4 to be supported by a GS staff, it should rather be supported by two professionals on either P2 or P1;
- g) The grades should be aligned to the job contents in order to determine whether a particular grade was appropriate to a post;
- h) Would the internal audit structure cover only the Commission or all the other organs? and
- i) What would be the functions of the Deputy Director of Audit?

RESPONSES BY THE COMMISSION

101. The Commission provided the following responses to the comments and observations by Member States:

- a) There should always be a link with external auditors or partners and this should be the Deputy;
- b) On the issue of quarterly auditing and staff auditing, since it was a process issues, it would be looked into;
- c) The issue of having professional officers under the Investigations officer was well noted and would be addressed;
- d) The role of the Quality Assurance Officer proposed by the consultants did not seem to be in line with the actual role that a Quality Assurance Auditor does;
- e) A decision at the last summit required that the OIA would have an oversight role in audit processes and supervision of all the organs; and
- f) The Department was also of the same view that a senior officer in investigation could not be assisted by a GS staff.

CONCLUSION OF DISCUSSION AND RECOMMENDATION

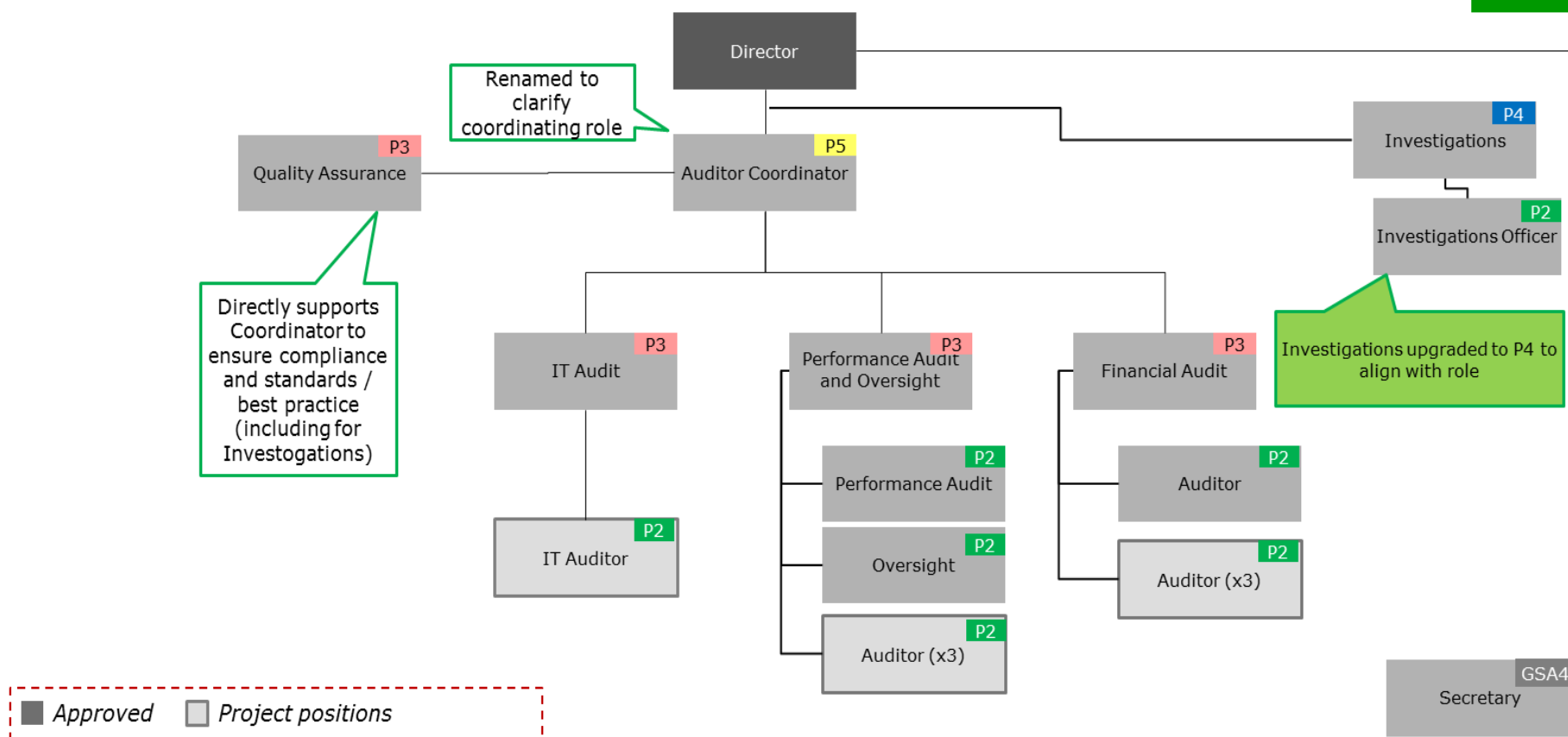
102. On the basis of the comments made and feedback received from Members of the PRC Sub-Committee, the following is the amended proposed structure (Outside-In-View) of Office of the Internal Audit within the Office of the Chairperson:

AMENDED DRAFT STRUCTURE OF THE OFFICE OF INTERNAL AUDIT (OIA)

OIA "Outside-in View" Structure



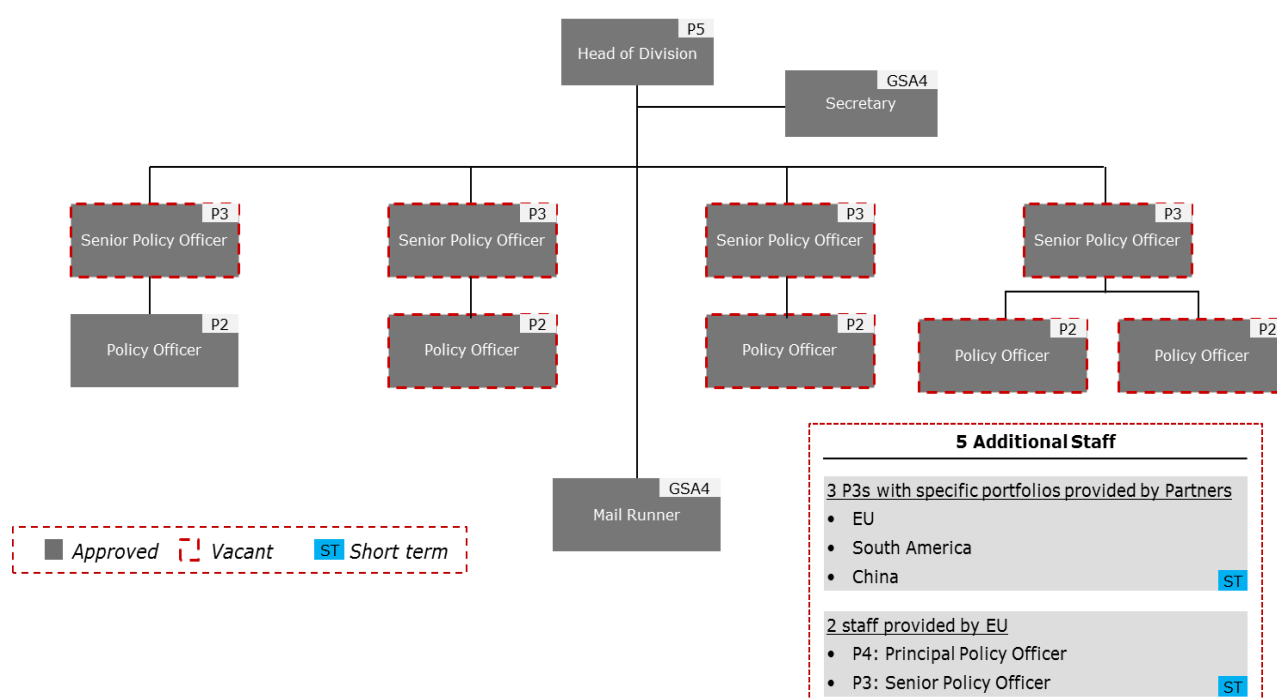
Aligned



STRATEGIC PARTNERSHIPS DIVISION

103. The consultant indicated that the mission of the Strategic Partnerships Division was to manage and develop partnerships with the rest of the world aimed at enhancing cooperation and consolidating growth of the continent. He highlighted that the role and mandate in relation to Agenda 2063 would support the development of partnerships consistent with the vision and strategy of the AU including key bilateral Summits and Forums: Africa-EU, Africa-South America (ASA), China-Africa (FOCAC), Africa-Japan (TICAD), Africa-US (AGOA), Africa-Arab World, Africa-India, Africa-Turkey, Africa-Korea, and Institution to Institution relationships (e.g. with Commonwealth, La Francophonie).

Current Revised Maputo Structure of Partnership Division



COMMENTS AND OBSERVATIONS BY MEMBER STATES

104. Member States provided the following comments and observations:

- The Partnership Division should be at a higher level in order to deal with all the partnership arrangements with the various groups and issues such as the Afro-Arab Cooperation
- Given the fact that all Heads of Division were on P5, if there was a need to upgrade the Head of the Partnerships Division, then he or she could be named as Coordinator instead of making that post higher than the other Heads of Division;
- What was the meaning of intra-African partnership?
- The structure did not take into consideration the geo-political situation of the cooperation between Africa and the Arab world;

- v) The Afro-Arab cooperation or partnership was so strategic that it should be accorded all the importance it deserved;
- vi) The structure should take into account all the partnerships under the various multilateral cooperation agreements;
- vii) Why should a Head of Division be responsible for prioritizing partnerships on behalf of the Commission?;
- viii) There should be a Unit specifically on Afro-Arab partnership;
- ix) There had been a decision that all partnership agreements be reviewed and evaluated and why had this not been done?; and
- x) Why would Africa have partnerships with single countries?

RESPONSES BY THE COMMISSION

105. The following responses were provided by the Commission:

- i) Having listened to the views of the Member States, the Commission would obtain further inputs from the Division and report back. If some of the roles were being taken by policy organs and that the Division was only implementing, then they would spend some time with the team and come up with appropriate proposals;
- ii) The issue of having a Unit on the partnership between Africa and the Arab world would be looked at in terms of how it would be funded;
- iii) Discussions would be held with the Sub-Committee on multilateral cooperation;
- iv) A decision by the policy organs was made to upgrade Afro-Arab cooperation into a divisional level;
- v) There should be an explanation on the job content and more information on the AU's vision on the Strategic partnership office; and
- vi) The issue of the Afro-Arab cooperation which was based on a decision would be taken into consideration and appropriately reflected in the structure.

CONCLUSION OF DISCUSSION AND RECOMMENDATION

106. On the basis of the comments made and feedback received from Members of the PRC Sub-Committee, it was decided to maintain the current structure of Partnership Division until Policy Organ take a decision on the on-going partnership assessment.

AMENDED DRAFT STRUCTURE OF THE STRATEGIC PARTNERSHIP DIVISION

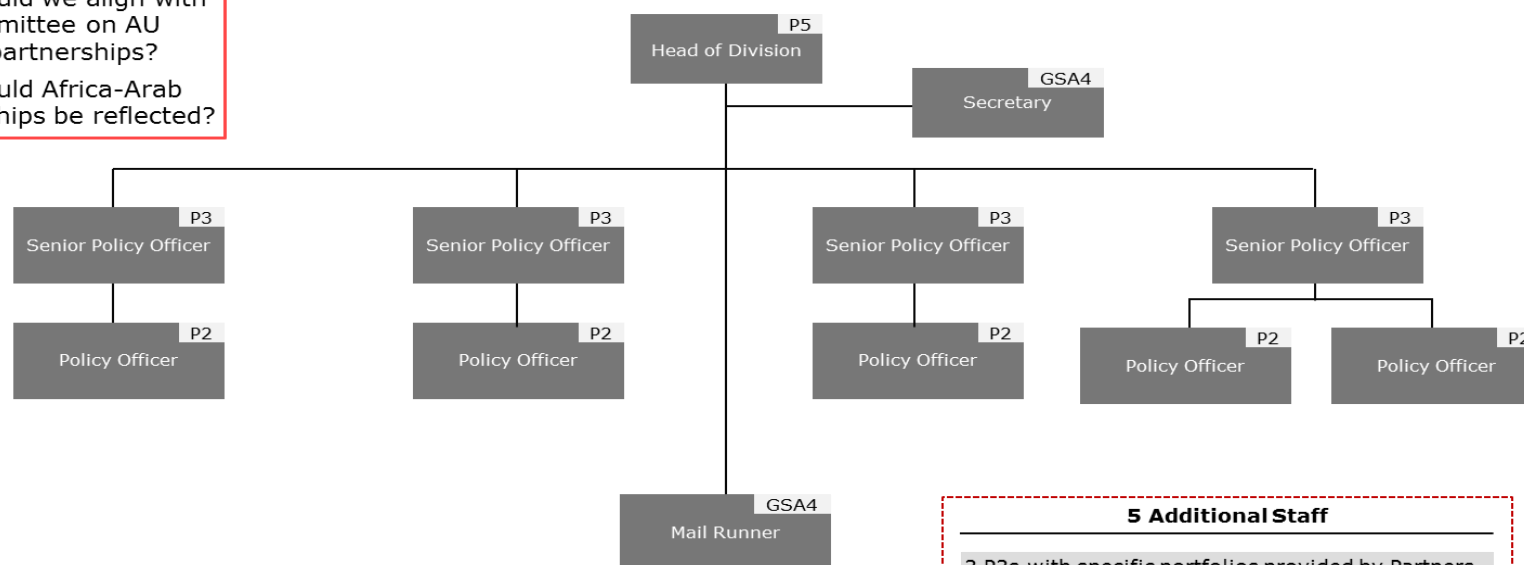
Strategic Partnerships “Outside-in View” Structure (retains current structure for now)



Open

Open Questions

- How should we align with sub-committee on AU priority partnerships?
- How should Africa-Arab partnerships be reflected?



■ Approved ■ ST Short term ■ Project Positions

5 Additional Staff

3 P3s with specific portfolios provided by Partners

- EU
- South America
- China

ST

2 staff provided by EU

- P4: Principal Policy Officer
- P3: Senior Policy Officer

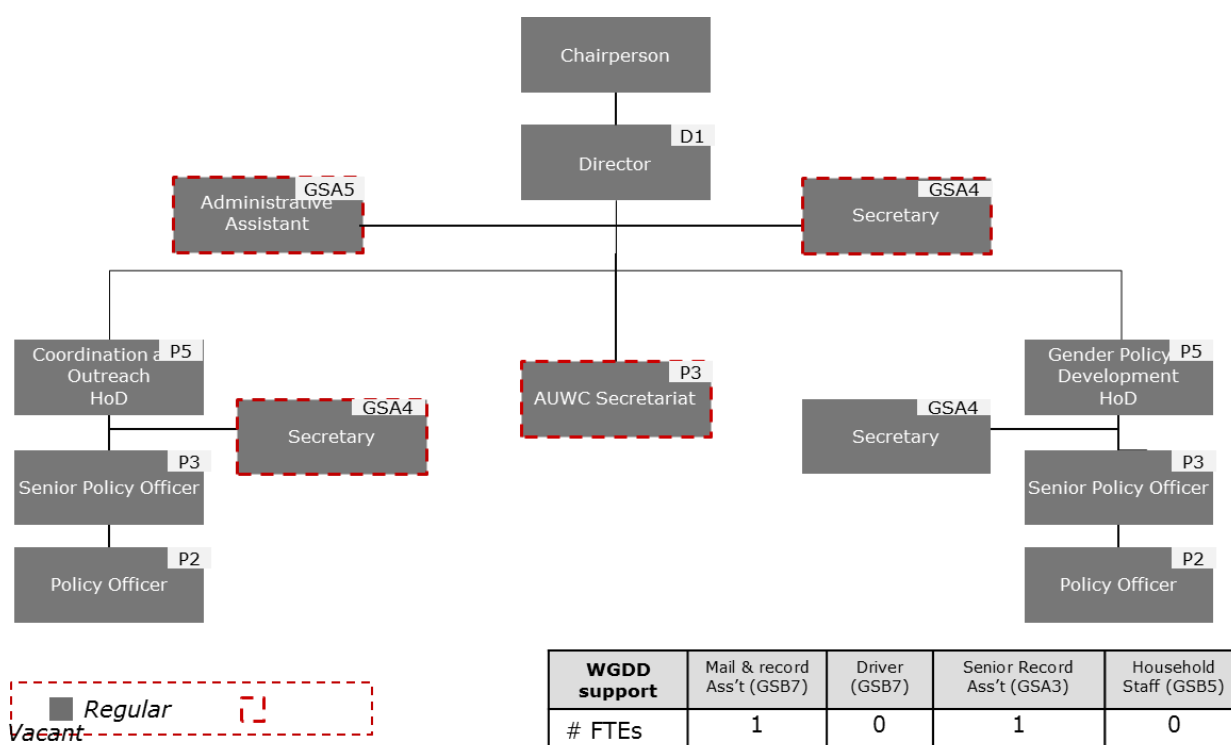
ST

Source: AHRMD Database, 2012 Revised Structure Document, Partnership interviews

WOMEN AND GENDER DEVELOPMENT

107. In presenting the proposed structure of the Women and Gender Development Directorate, the consultant stated that the mission of the Women and Gender Directorate was to promote gender equality in Africa and within the African Union. Under the Agenda 2063, the role and mandate of WGD would be to harness the potential of women on the continent. Gender-related objectives were cross-cutting and initiatives required coordination across the AUC and in order to make the Directorate more efficient, it should be strengthened. The directorate also needed to support the alignment of the Gender Policy, support the Fund for African Women as well as act as the continental Gender Observatory.

Current Revised Maputo Structure of the Women and Gender Development



COMMENTS AND OBSERVATIONS OF MEMBER STATES

108. The following were the comments and observation of Member States:

- i) The consultants should make a list of all partner-funded posts and how they would be funded as well as future funding;
- ii) In order to motivate staff and create professionalism, all the outreach officers should be upgraded to P3 since P2 was far too low for the work they would be entrusted to do in relation to the various regions of Africa;
- iii) Why was the Women Directorate placed under the Bureau of the Chairperson?;

- iv) Implementation of gender issues was cross-cutting among the Commission. Two divisions would be enough instead of three as proposed and that the P4 should be reversed to P3;
- v) As compared to disappointments in other directorates, the WGD would rather be over satisfied since the outside-in view provided more positions than the number requested by the Working team view; and
- vi) What would the RECs do to support the AU?

RESPONSES BY THE COMMISSION

109. The Commission responded as follows:

- i) In order to devise an Africa-specific own policy mechanisms, the Directorate would need to be strengthened. All women and gender issued related to other Directorates and department would need to be channelled through the Women and Gender Development Directorate with the right expertise for an effective and efficient delivery to the expected level for the citizen of Africa;
- ii) There was no favouritism for one department over others. It was only a way of strengthening the directorate and giving them the flexibility to carry out its mandate in relation to Agenda 2063.
- iii) Strengthen Gender Policy & Development division with 2 additional policy officers with specialized expertise and increased focus on monitoring and evaluation;
- iv) New Women & Gender Project Management Unit strengthened by 2 policy officers focused on building capacity and training other AUC depts. on gender mainstreaming

CONCLUSION OF DISCUSSION AND RECOMMENDATION

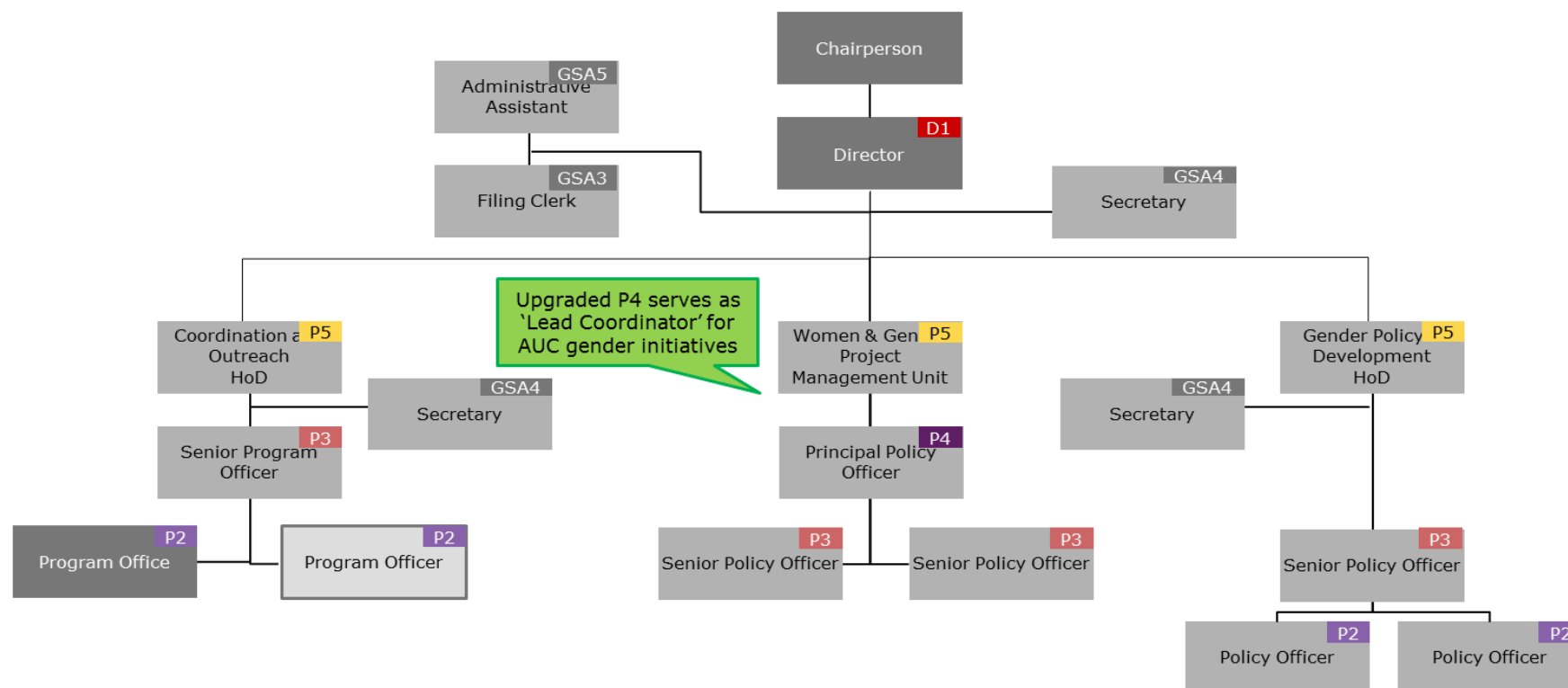
110. On the basis of the comments made and feedback received from Members of the PRC Sub-Committee, the following is the amended proposed structure (Outside-In-View) of the Women and Gender Development Directorate within the Office of the Chairperson:

AMENDED DRAFT STRUCTURE OF THE WOMEN AND GENDER DEVELOPMENT DIRECTORATE

WGDD "Outside-In" Structure



Aligned



■ Regular ■ Project positions

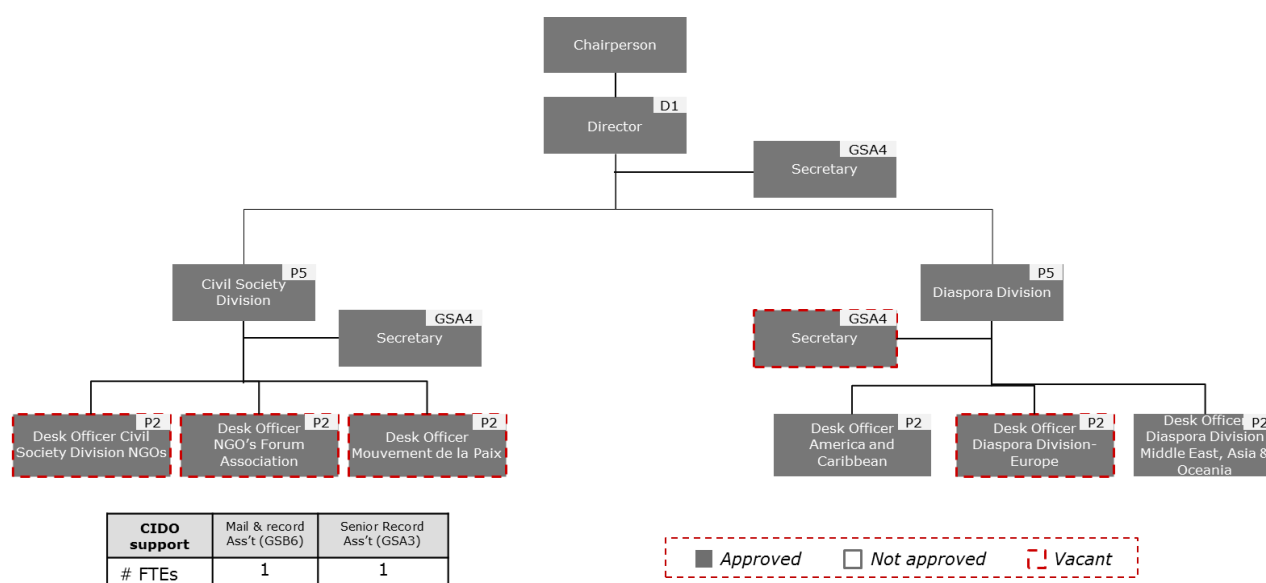
WGDD support	Mail & record Ass't (GSB7)	Driver (GSB7)	Senior Record Ass't (GSA3)	Household Staff (GSB5)
# FTEs	1	0	1	0

2 policy officers with specific expertise (e.g. Socioeconomic, Security & Human Rights)

CITIZENS AND DIASPORA DIRECTORATE (CIDO)

111. The consultant presented the structure of CIDO by highlighting its role and mandate which included the promotion of the involvement of African peoples in Africa and around the world in the affairs of the AU. It also was stated that CIDO had been stretched by weak and inadequate coordination with liaison offices, particularly on diaspora-related activities. The Consultant highlighted that the specific consideration for the directorate include the coordination of ECOSOC related activities which represented more than 70% of CIDO's time and also its collaboration with the Department of Social Affairs, specifically on culture / Pan Africanism advancement

Current Revised Maputo Structure of the CIDO Directorates



COMMENTS AND OBSERVATIONS BY MEMBER STATES

112. Following were the comments and observations made by Member States:

- i) There should not be any project positions within CIDO; all positions should be on regular basis;
- ii) There was a need for clarification on the role of the Coordinator;
- iii) How could one P3 staff manage the issues of ECOSOCC?;
- iv) How would the work of this directorate be visible in its engagement with the diaspora?

RESPONSES BY THE COMMISSION

113. The Commission responded that CIDO was the secretariat of ECOSOCC but its responsibilities went beyond ECOSOCC in dealing with the diaspora. ECOSOCC being an institution within the African Union was dealing with the civil society on the continent, and that CIDO was only serving as the secretariat in coordinating the activities and not a management role and that was the reason to have only a P3

position. The Commission confirmed that all the proposed positions were on regular basis.

CONCLUSION OF DISCUSSION AND RECOMMENDATION

114. On the basis of the comments made and feedback received from Members of the PRC Sub-Committee, the following is the amended proposed structure (Outside-In-View) of the Women and Gender Development Directorate within the Office of the Chairperson:

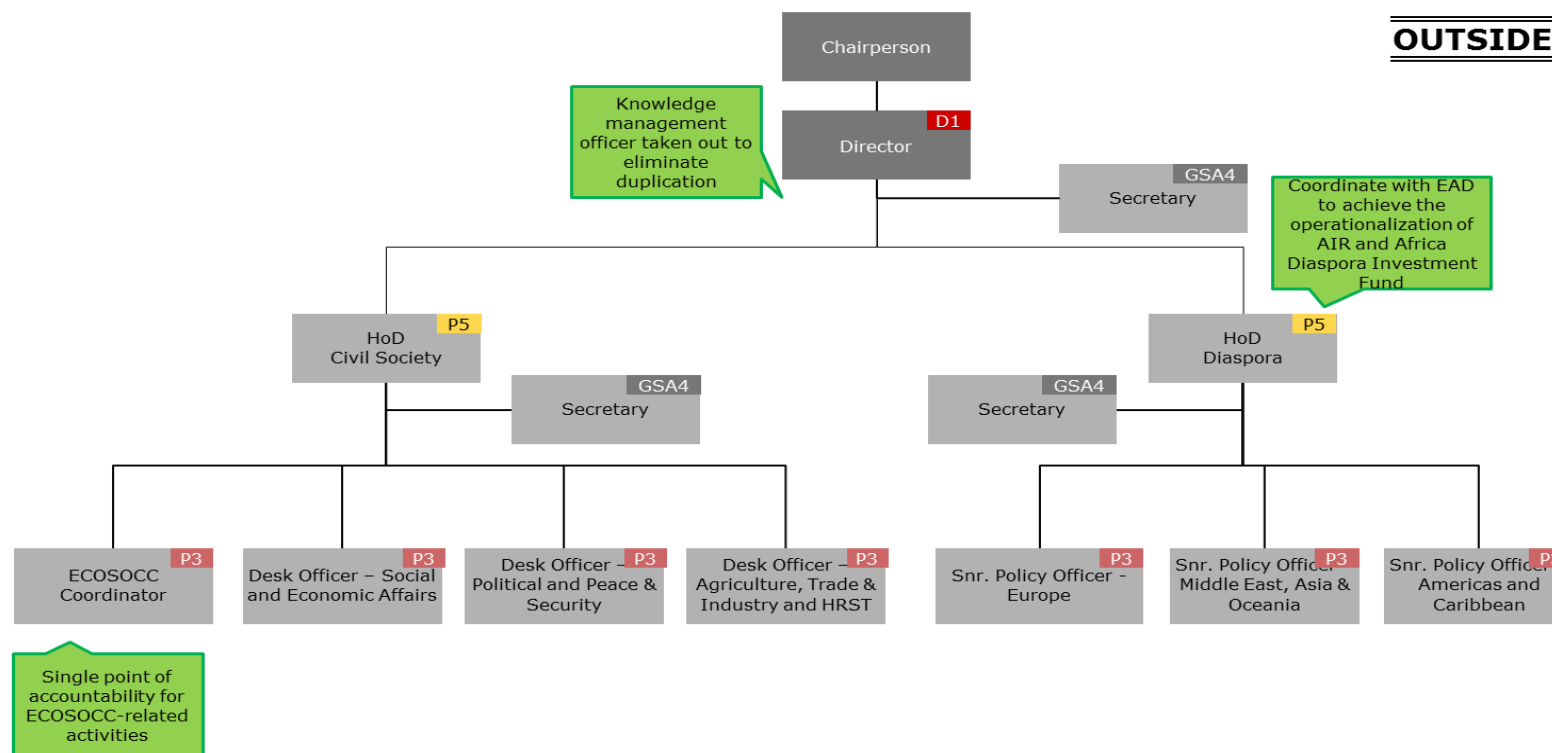
AMENDED DRAFT STRUCTURE OF THE CIDO DIRECTORATE

CIDO "Outside-in" View Structure



Aligned

OUTSIDE-IN VIEW

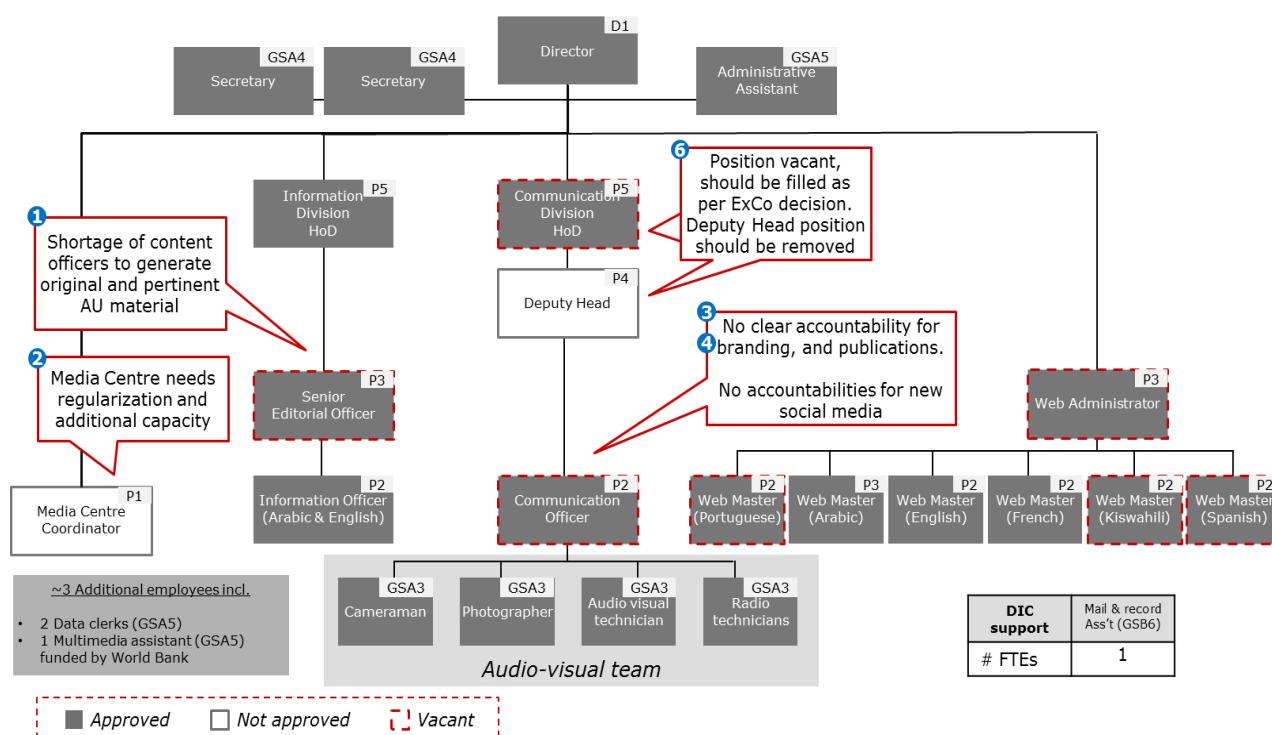


■ Approved □ Project positions

CIDO support	Mail & record Ass't (GSB6)	Senior Record Ass't (GSA3)
# FTEs	1	1

DIRECTORATE OF INFORMATION AND COMMUNICATION (DIC)

115. The proposed structure of the Directorate of Information and Communication was presented by the consultant. He highlighted the mission of the DIC which was 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. It was also stated that the DIC was severely affected by vacant positions and therefore could not implement its mandate effectively. The proposed structured of DIC includes an additional GSA5 admin assistant should support the Media Centre Coordinator, a social media expert at P2 level and report to Web coordinator and 4 web masters with 1 for each of the AU working languages.



COMMENTS AND OBSERVATIONS BY MEMBER STATES

116. The following comments and observations were made by Member States:

- The central role of coordination of the Director of DIC was not properly reflected in the structure;
- The need for the Commission to clarify the importance of the Brand/Publications expert as the Union is not a profit making organization; and
- There was need for the Commission to streamline and remove communication overlaps and duplication with the Spokesperson in the Bureau of the Chairperson.

RESPONSES BY THE COMMISSION

117. In response to the comments and observations by Member States, the Commission provided the following explanations:

- i) The understanding of the discussions was that the adoption of the structure was to mainly adopt the principles behind the proposals and not necessarily adopting the entire proposed structures;
- ii) The current Directorate of DIC was understaffed in terms of numbers and expertise. There were several formats of websites of the different directorates and there was a need to harmonize all these in order to enhance sensitization and popularization among the peoples of Africa;
- iii) The role of the Spokesperson of the Commission was different from that of the Chairperson. The Spokesperson of the Commission would provide information to the public on matters arising from events at the Commission;
- iv) The Commission explained the difference between the role of the Spokesperson and that of the mandate of the Directorate of Information and Communication; and
- v) The brand of the African Union should be developed and be known to all citizens of Africa and it would be the responsibility of DIC.

CONCLUSION OF DISCUSSION AND RECOMMENDATION

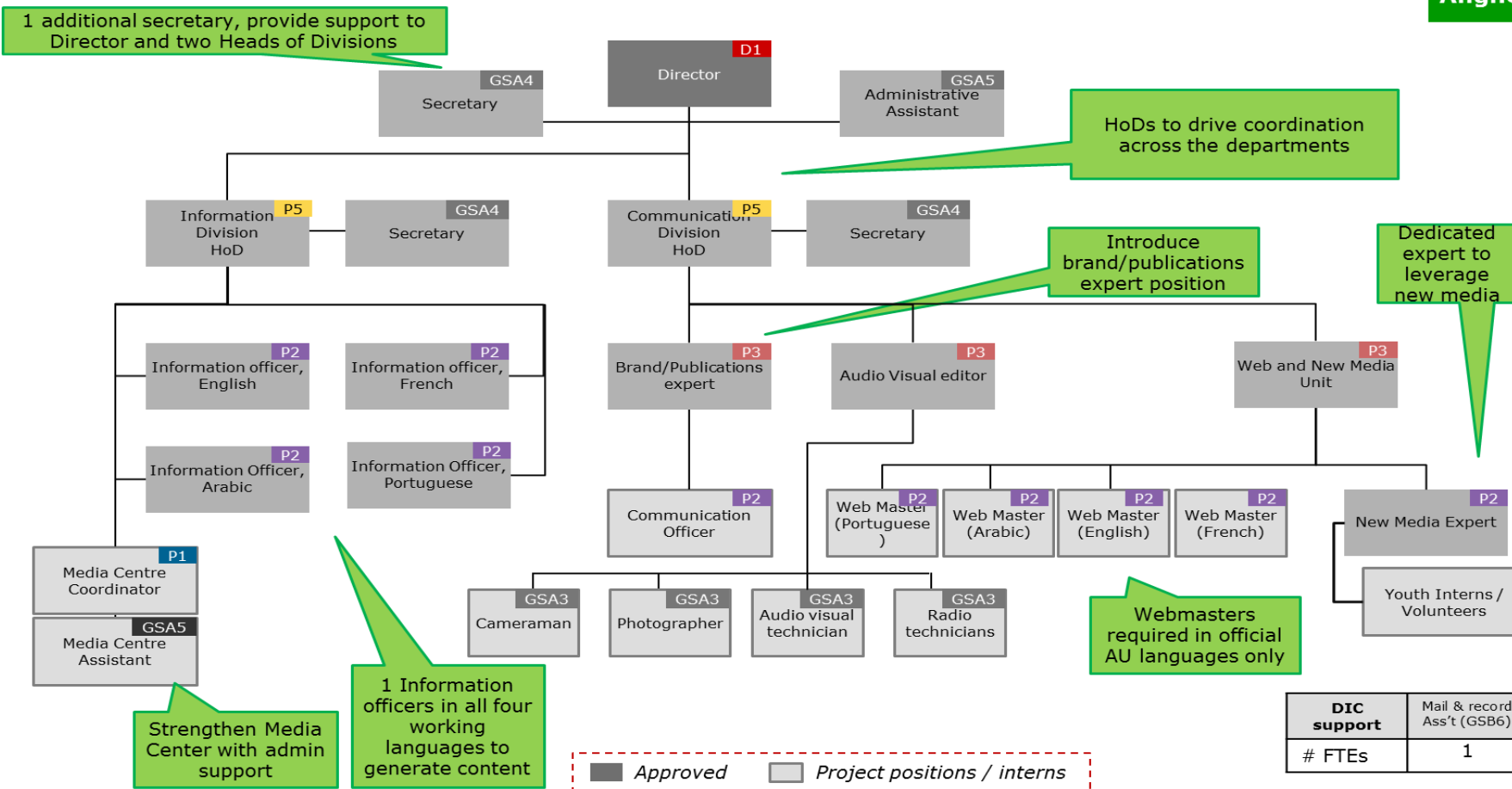
118. On the basis of the comments made and feedback received from Members of the PRC Sub-Committee, the following is the amended proposed structure (Outside-In-View) of the Directorate of Information and Communication within the Office of the Chairperson:

AMENDED DRAFT STRUCTURE OF THE DIRECTORATE INFORMATION AND COMMUNICATION

DIC "Outside-in" View Structure

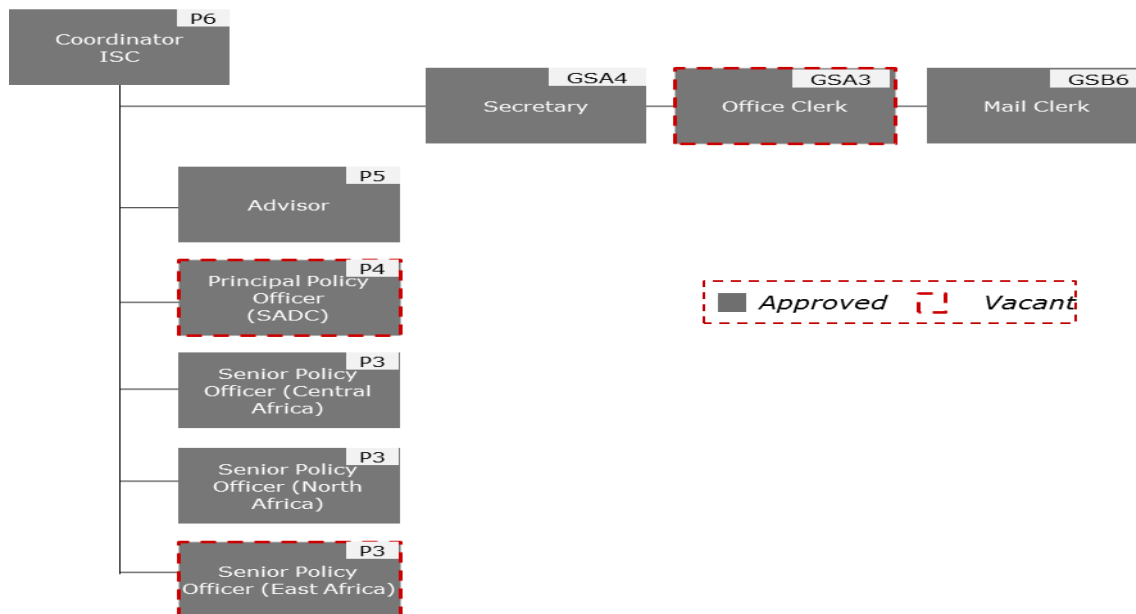


Aligned



INTELLIGENCE AND SECURITY COMMITTEE (ISC)

119. The proposed structure of the ISC was presented by the consultants. In presenting the structure, he stated that the mission of the ISC was to prepare intelligence analysis and briefings on the evolving trends in Africa regarding security for consideration by the Chairperson. The Intelligence and Security Committee served as the only link between CISSA and the AUC and that its structure should allow for better interaction with information partners. The only addition was the post of a Senior Policy Officer for West Africa, and all of them had been placed on P3 grade.



COMMENTS AND OBSERVATIONS BY MEMBER STATES

120. Following the presentation of the proposed structure, Member States made the following comments and observations:

- i) The need to provide clarification on whether the work of the ISC could not have been done by the Peace and Security Department, especially in areas such as cybercrime;
- ii) The need to understand the relationship between ISC and the African Centre for Study and Research on Terrorism (ACSRT) based in Algiers;
- iii) The need to rotate the P6 Coordinator position of ISC based on a regional basis; and
- iv) ISC should be dealing with intelligence within the AU whilst ACSRT's mandate was to handle issues of terrorism within the continent; it should be a coordinating unit?

RESPONSES BY THE COMMISSION

121. The Commission provided the following responses:

- i) The role of ISC was much more of an advisory role for the Chairperson in terms of intelligence and information gathering;
- ii) AFRIPOL had an operational role while ISC was an advisory role;
- iii) The P6 Coordinator position in the new structure would be rotated among member states based on regional balance.

CONCLUSION OF DISCUSSION AND RECOMMENDATION

122. On the basis of the comments made and feedback received from Members of the PRC Sub-Committee, the following is the amended proposed structure (Outside-In-View) of the Intelligence and security Committee within the Office of the Chairperson:

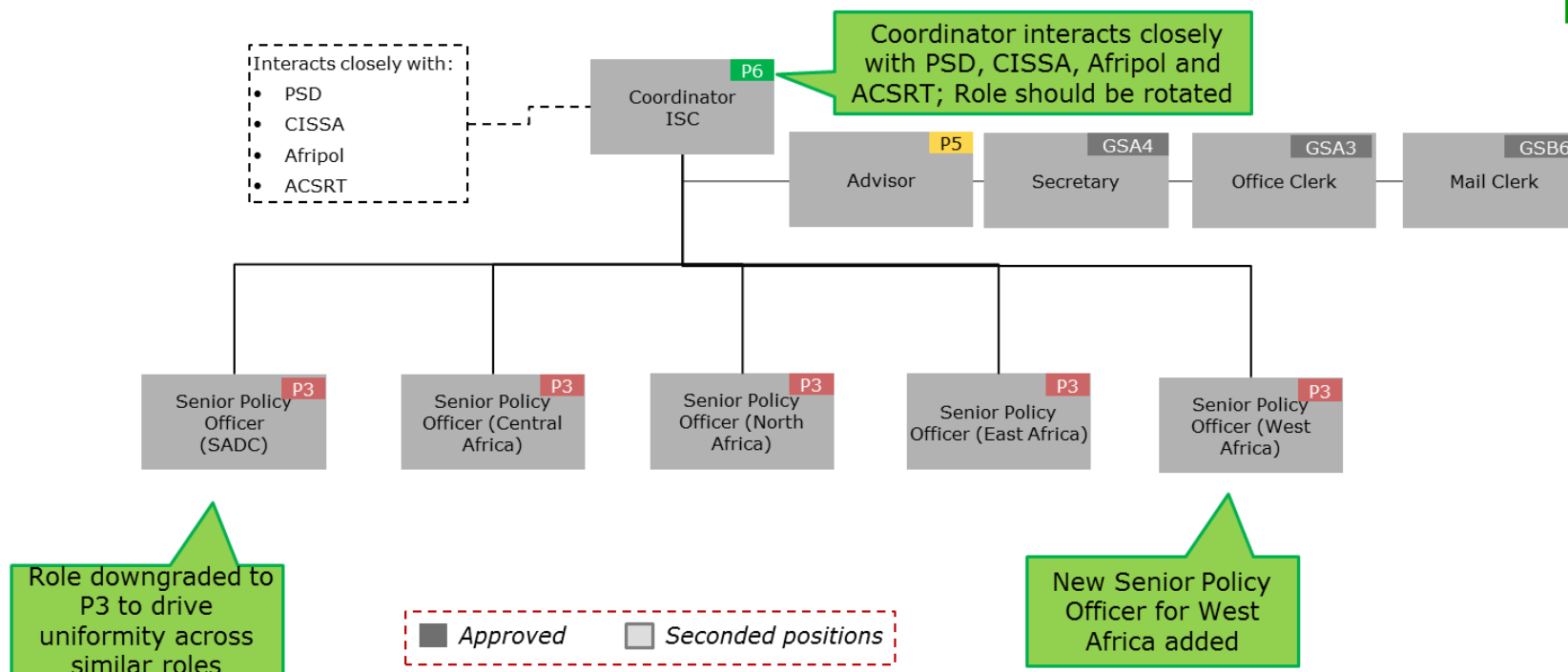
AMENDED DRAFT STRUCTURE OF THE INTELLIGENCE AND SECURITY COMMITTEE

ISC “Outside-in View” Structure

OUTSIDE-IN VIEW

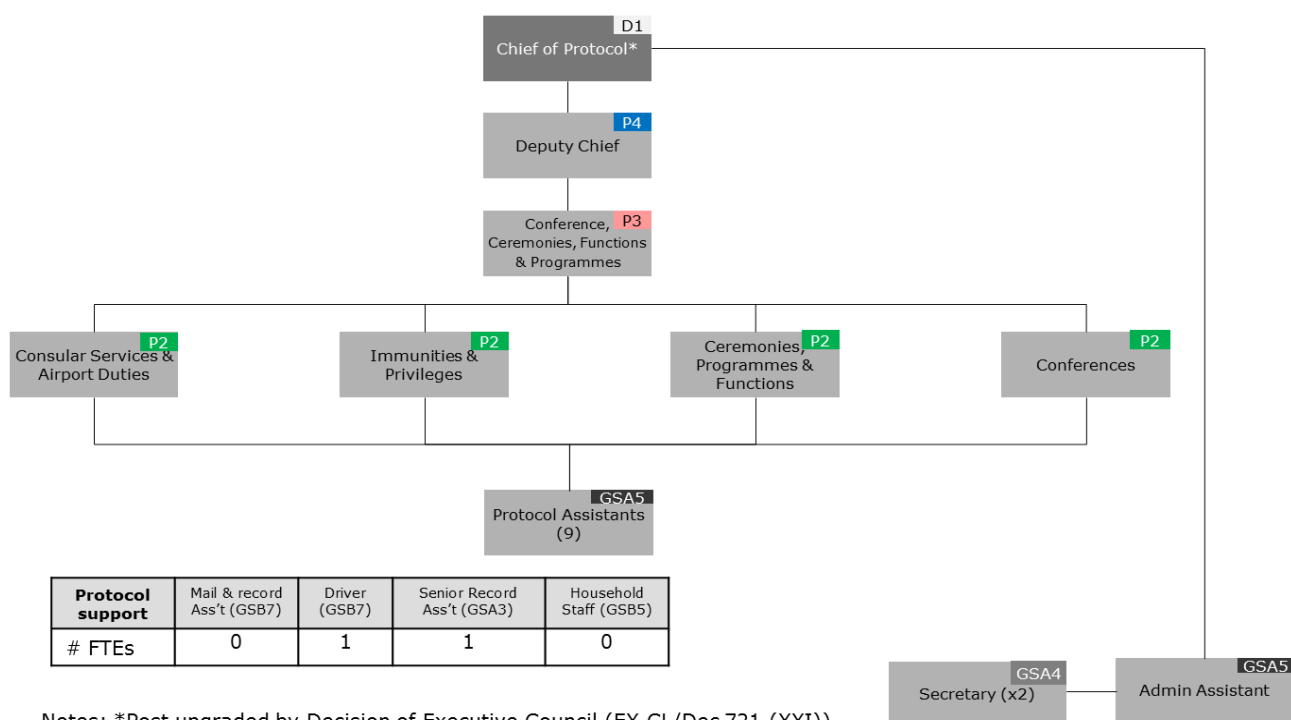


Aligned



PROTOCOL SERVICES DIRECTORATE

123. The Consultant in his presentation indicated that the mandate of the Protocol Services Directorate was to provide protocol services to the Commission and other Organs of the AU in areas such as privileges, immunities, ceremonial and consular services. With the increase in the number of demands as well as staff and meetings, additional pressure was being placed on Protocol resources. He further explained that within the Agenda 2063, the Protocol Services was expected to ensuring appropriate conduct of ceremonies and public functions; keeping flags, national anthems and information on AU Member States and their leaders and assisting representatives of Member States during AU meetings, in close collaboration with host countries.



COMMENTS AND OBSERVATIONS BY MEMBER STATES

124. Member States provided the following comments and observations:

- i) Member States were concerned about the chaotic manner some protocol services were given especially during Summits and Executive Council meetings. The Protocol Services should be given the due recognition and proper grading of its staff;
- ii) The Commission to clarify and justify the need to have two Deputies at P4 levels and whether the proposed transfer of Protocol Services to the Office of Secretary General still being considered;
- iii) Given the enormity and sensitive nature of the work of Protocol, the number of staff proposed would be inadequate. The Deputy should also be on a P5 level instead of P4;

- iv) The Commission should clarify the reason for the Passport Unit to be under the Human Resource Directorate instead the Protocol Services? There should be procedures on the issuance of passports which should be laid down by the Commission and communicated to Member States; and
- v) The work of the Protocol Services had become more prominent during high level meetings. Furthermore, when meetings were held outside the Headquarters, the protocol of host countries were the ones to do all the work, with the AU Protocol Services only playing the role of coordination.

RESPONSES BY THE COMMISSION

125. The following responses were provided by the Commission:

- i) The Passport Unit would remain with the Human Resources Directorate in view of the responsibility and accountability of the directorate to handle staff confidential information.
- ii) The Commission further reiterated that the issuance of AU Travel Document is based on an approved policy guidelines in line with the requirements of the International Civil Aviation Organisation (ICAO);
- iii) The Protocol Services would remain within the Office of the Chairperson unlike the initial proposal of its movement to the Office of the Secretary General; and
- iv) There was need to segregate the operation and the immunities and privileges activities in view of the increase in service demand from staff members and other stakeholders.

CONCLUSION OF DISCUSSION AND RECOMMENDATION

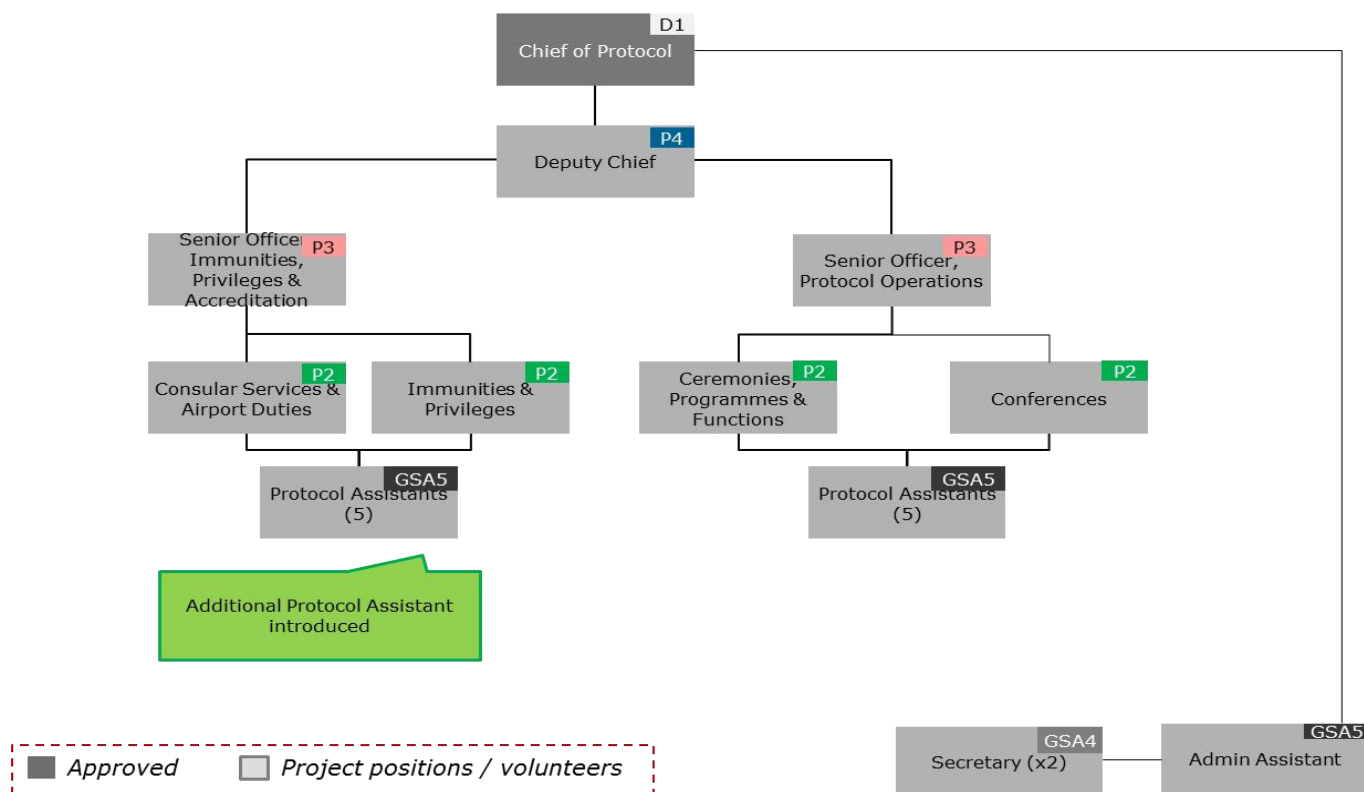
126. On the basis of the comments made and feedback received from Members of the PRC Sub-Committee, the following is the amended proposed structure (Outside-In-View) of the Protocol Services within the Office of the Chairperson:

AMENDED DRAFT STRUCTURE OF THE PROTOCOL SERVICES DIRECTORATE

Protocol “Outside-in View” structure



Aligned



II. OFFICE OF THE DEPUTY CHAIRPERSON

127. The Consultant informed the meeting that the Office of the Deputy Chairperson was a critical enabler to deliver on Agenda 2063 and also to drive efficiency across the Commission. He highlighted that the core support directorates would have to adapt significantly- structurally and otherwise- to support the delivery of Agenda 2063 such as the up-scaling of recruitment; staff development & career management; funds management; and harmonizing procurement and treasury management policies to account for increased volumes.

128. Under the Agenda 2063, the Director explained that the mandates and priority areas of these support services directorates would include the increase in capabilities of the following areas of support to other departments and directorates:

a) Bureau of the Deputy Chairperson

- Promote synergies between AU organs and RECs and provide oversight and coordination on service departments;
- Ensure that best practices are adopted across the Commission in Finance; Human Resources; Conference Management; Medical Services; and provide deputizing services for the Chairperson.

b) Directorate of Administration and Human Resources Management

- Drive the people agenda of the AU with regard to the Agenda 2063 implementation;
- Attract, hire, retain and develop top talents to ensure execution of Agenda 2063. Develop staff capacity and ensure retention of high performers and also ensure fair and efficient performance appraisal mechanisms to enhance delivery;
- Initiate, develop and maintain effective IT policy and systems;
- Develop efficient, fair and transparent public procurement system to support operations and ensure efficient management of the AU fixed assets and optimize the use of the AU facilities.

c) Directorate of Programming, Budgeting, Finance and Accounting

- Ensure safe custody of and manage all funds and liquid financial resources including externally-generated funds; and
- To manage the programme budget of the Commission and produce periodic budget execution and programmatic narrative reports.

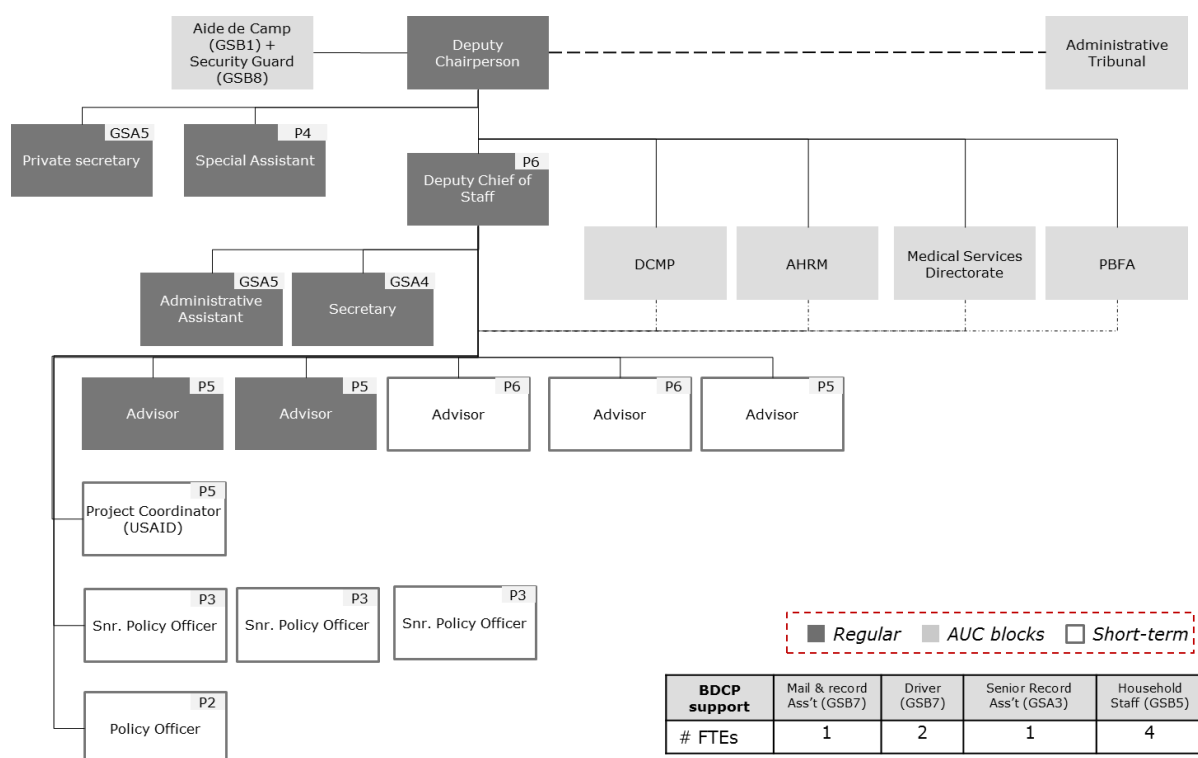
d) Directorate of Conference Management and Publications (DCMP)

- Plan, organise and service conferences and meetings of the AU and its organs; and
- Determine and provide services such as interpretation, translation, editing and proofreading of policy and technical documents, and reports.

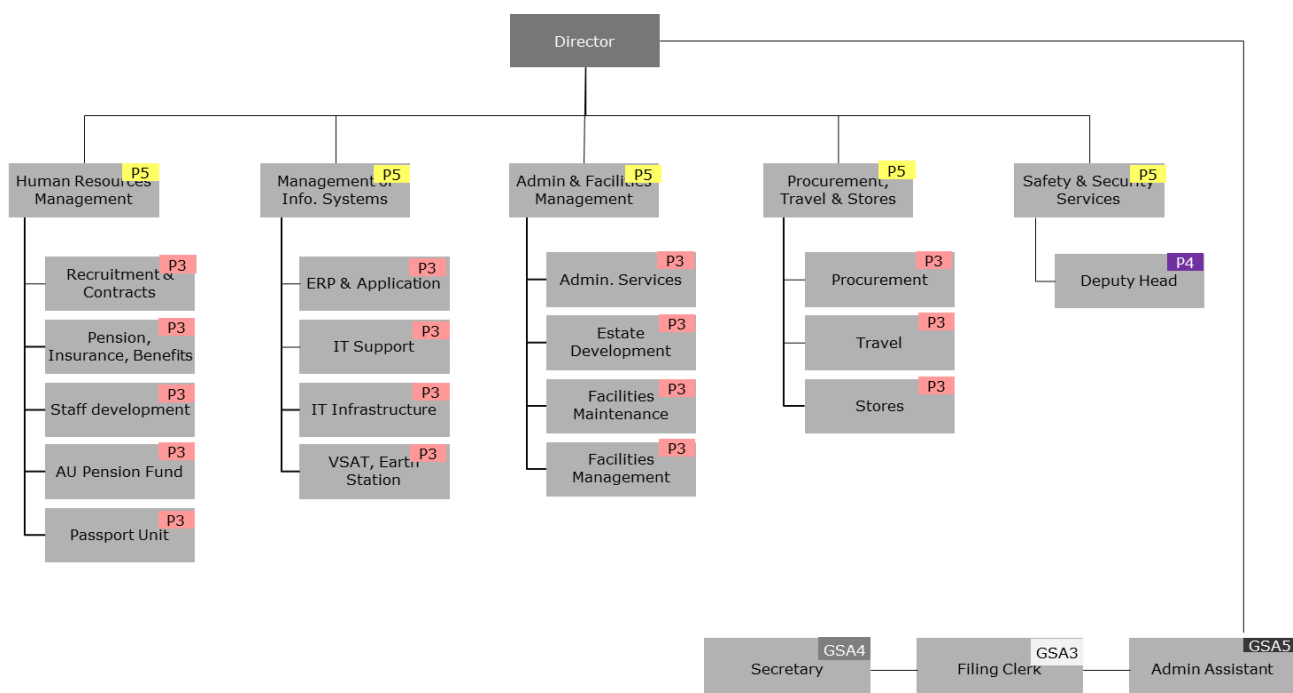
e) Medical Services Directorate (MSD)

- Continuing, comprehensive full-person curative, health-promotive and preventive services for employees and dependents of the AU, African diplomats in Addis Ababa and delegates to AU Meetings.
- Medical coverage to participants during AU conferences, meetings and summits.
- Medical examinations for pre-employment and assessment for the AU Commission, biennial medical assessment of AU personnel prior to renewal of their contracts.
- Technical assistance in planning, running and maintaining health services for AU Peace Keeping Missions.

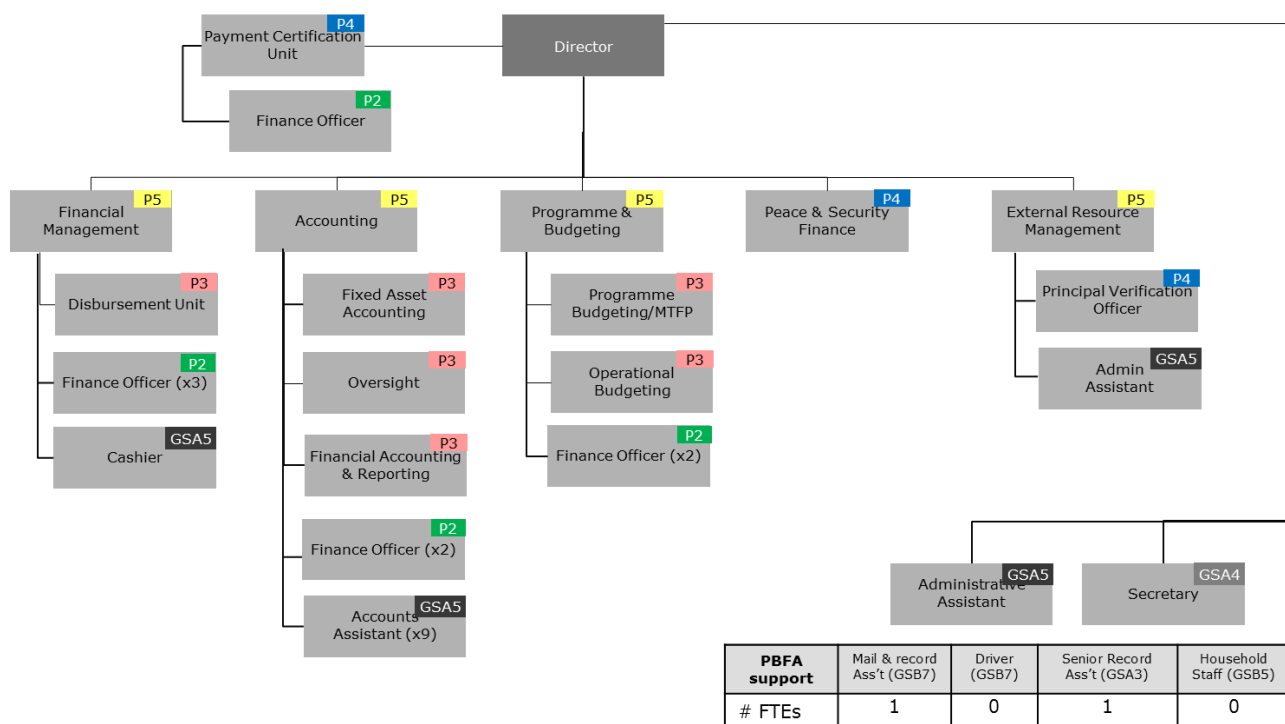
129. The current structures under the Bureau of the Deputy Chairperson are as follows:

Current Bureau of the Deputy Chairperson

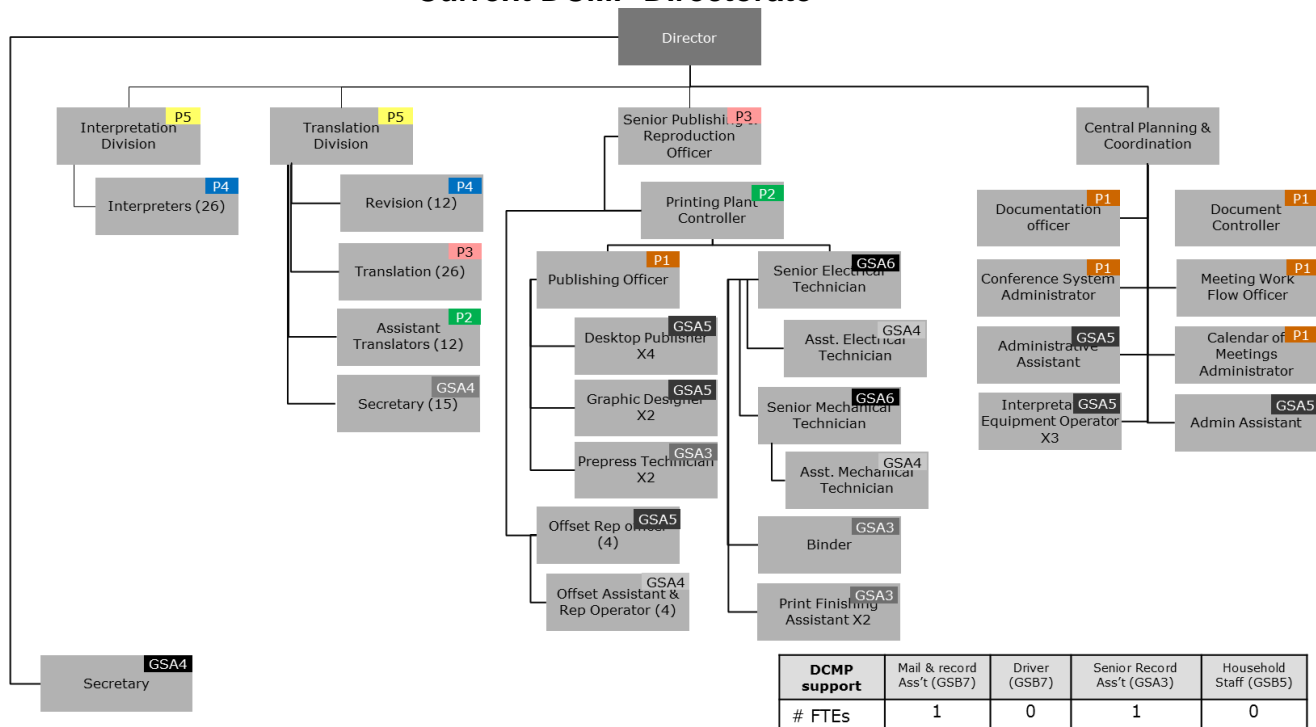
Current AHRM Directorate



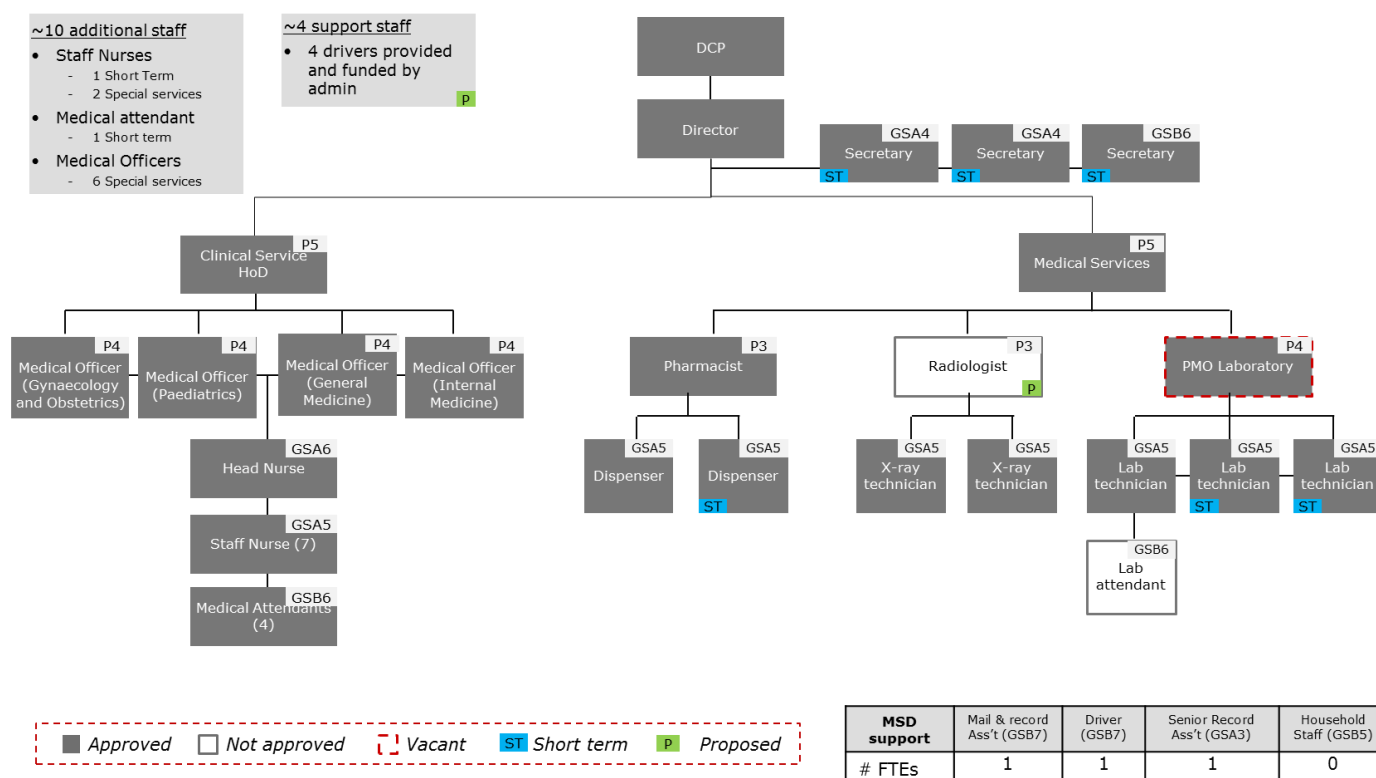
Current PBFA Directorate



Current DCMF Directorate



Current Medical Services Directorate



130. The Director of AHRM mentioned that with the above in mind and with input and direction from the Deputy Chairperson and concerned directors, the review arrived at consensus structure proposals for core support directorates. He reiterated that these proposals were supported by public sector benchmarks and organisational design principles, with the following highlights:

- Administration and Human Resources Management Directorate (AHRMD) had been designed around two specialized directorates to improve execution capacity and service quality;
- The Directorate of Conference Management and Publications (DCMP) structure had been simplified by increasing the span of control and modifying some roles to increase coordination and responsiveness such as controllers to manage and coordinate interpreter and translator pools;
- The capacity of the Directorate of Programming, Budgeting, Finance and Accounting (PBFA) had been strengthened to manage the increasing demands and to align with process assessment and global benchmarks; and
- The structure of the Medical Services Directorate (MSD) had been strengthened by regularizing key professional functions.

COMMENTS AND OBSERVATIONS BY MEMBER STATES

131. Following the detailed presentation of the current structure of the four support directorates in comparison with the newly proposed Outside-In View structures, the Chairperson gave the floor to the members of the PRC Sub-Committee to provide their comments and observations on the proposed structures.

Administration and Human Resources Management Directorate

- a) The need for the Commission to address the pertinent issue of regular and short-term staff and the several vacant positions not yet filled;
- b) The issue of performance management should be addressed within the Human Resources Management including measure of staff delivery and capacity building programme which could be in the Centre of Excellence;
- c) The Commission should take immediate corrective actions to address the high number of retirees that were kept at the Commission which were unnecessarily expensive to Member States even though the continent had a high number of youth with competencies to do the job;
- d) The Commission to implement the provisions of the Staff Regulations and Rules on separation of staff both regular and short term who reach the retirement age;
- e) In line with the increased security threats, there is need for the Commission to elevate the Security and Safety Division into a Directorate level that would also take on board the security and safety of all AU Offices with direct link to the Deputy Chairperson; and
- f) The Safety component should remain with the Security and not placed under Administration and Facilities Management Division.

Programming, Budgeting, Finance and Accounting Directorate

- a) The need to consolidate the element of External Fund in programme implementation under the Budget Division;
- b) The Commission to reduce the proposed number of staff under the Treasury Unit;
- c) The need for the Commission to share the in-house consultation with regard to Fund management and Treasury activities and loses; and
- d) The need for the proposed structure to clarify the financial, accounting and budgetary links and reporting lines with Regional Offices, NPCA and Organs of the Union.

RESPONSES OF THE COMMISSION

132. The Director responded that on the basis of the comments and observations made Member States, which the Commission did not have any contrary view, therefore those concerns and comments would be reflected in the final document.

CONCLUSION OF DISCUSSION AND RECOMMENDATION

133. On the basis of the comments made and feedback received from Members of the PRC Sub-Committee, the following is the amended proposed structure (Outside-In-View) of the Directorates under the Office of the Deputy Chairperson:

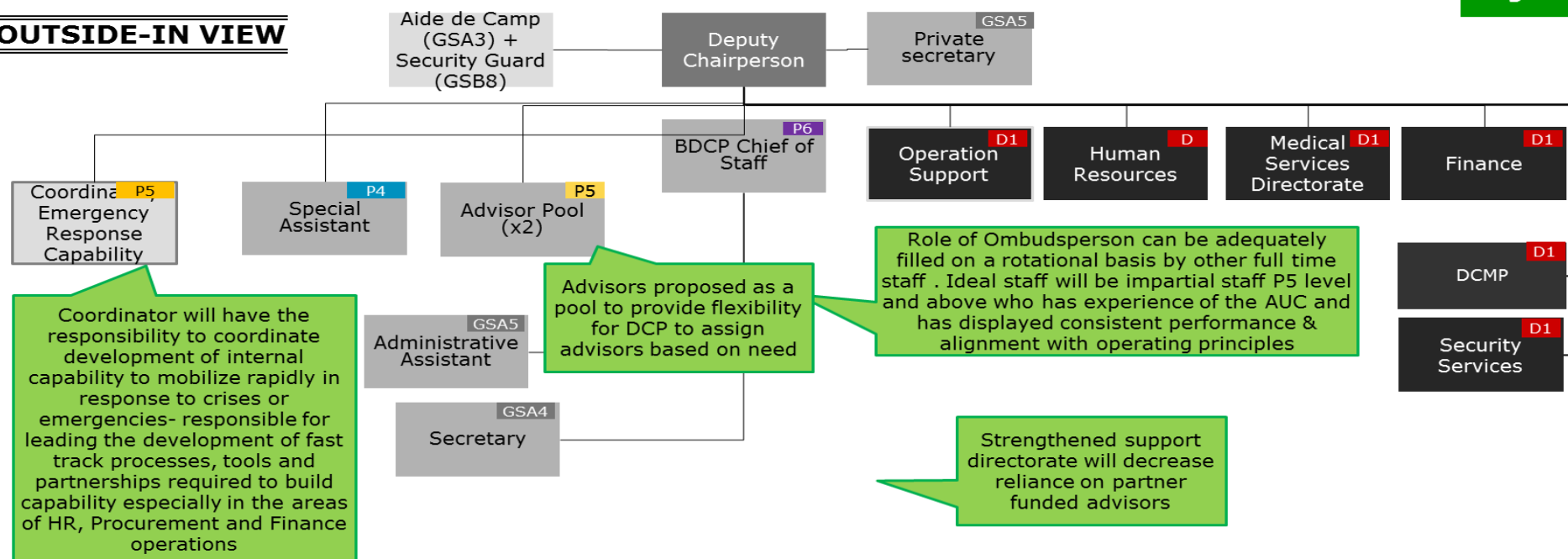
AMENDED STRUCTURE OF THE BUREAU OF THE DEPUTY CHAIRPERSON

BDCP "Outside-in" View Structure



Aligned

OUTSIDE-IN VIEW



Note: FSS: Field Support Service

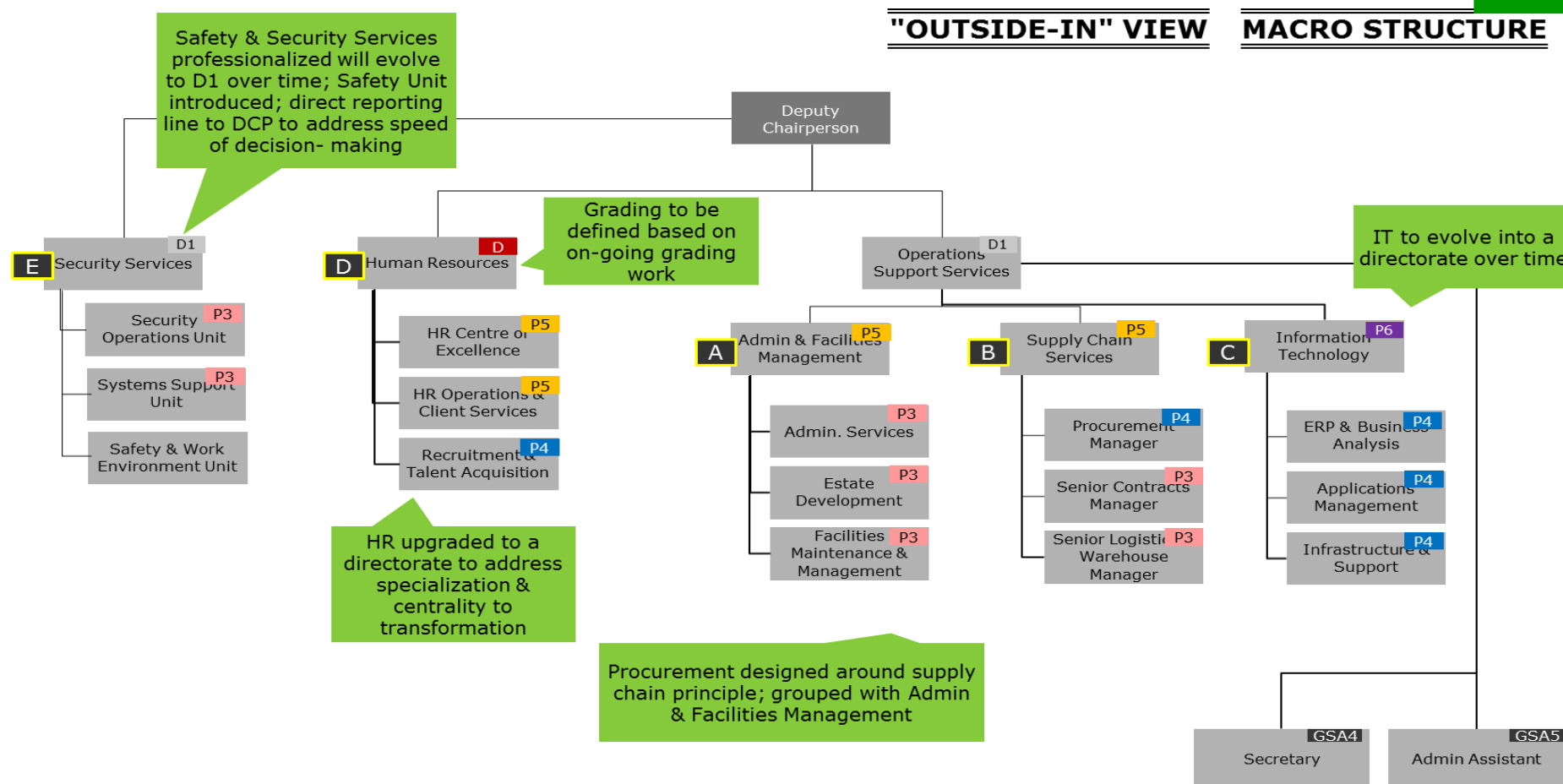
Source: Maputo Structure Document, 2012 Revised Maputo Structure, Bureau of DCP staff interviews

AMENDED STRUCTURE OF THE DIRECTORATE OF ADMINISTRATION AND HUMAN RESOURCES MANAGEMENT

AHRMD "Outside-in View" Structure (Macro structure)



Aligned



AMENDED STRUCTURE OF THE ADMINISTRATION AND FACILITIES MANAGEMENT DIVISION

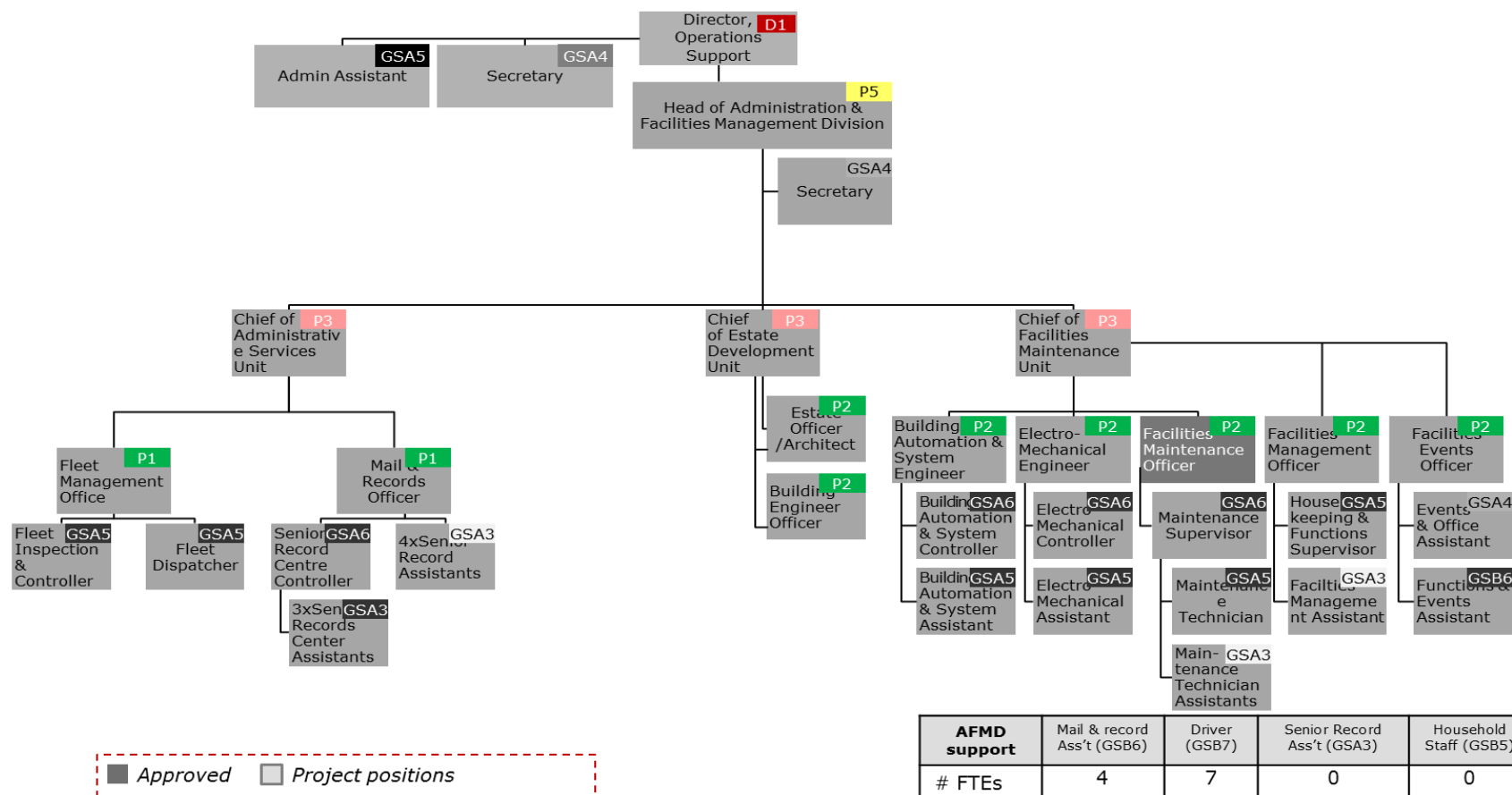
A

AHRMD "Outside-In View" Structure: AFMD

ADMIN & FACILITIES MANAGEMENT DIVISION



Aligned



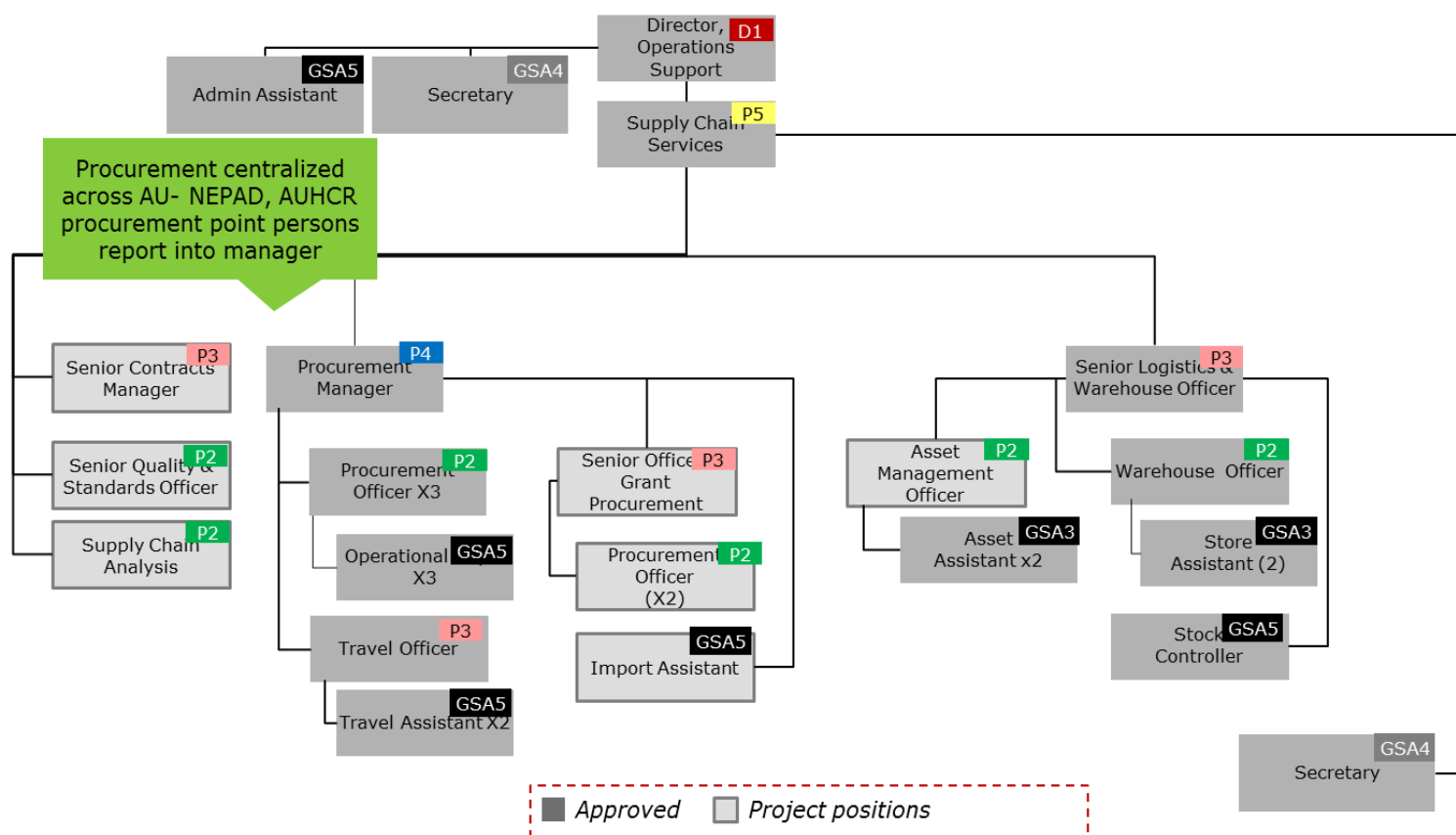
B

AMENDED STRUCTURE OF THE SUPPLY CHAIN SERVICES DIVISION

SUPPLY CHAIN SERVICES DIVISION



Aligned



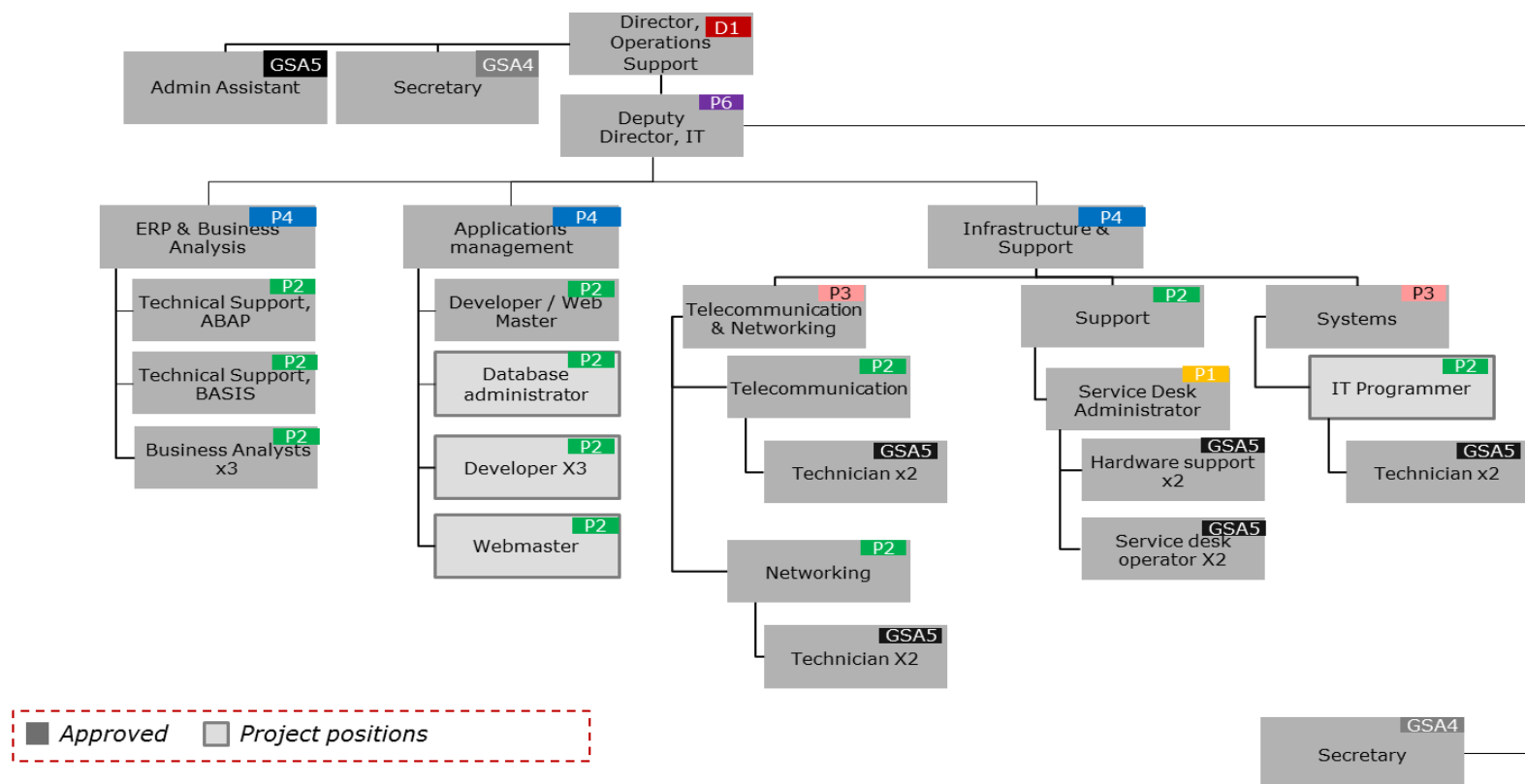
AMENDED STRUCTURE OF THE INFORMATION TECHNOLOGY DIVISION



Aligned

AHRMD “Outside-In View” Structure: ITD

INFORMATION TECHNOLOGY DEPUTY-DIRECTORATE

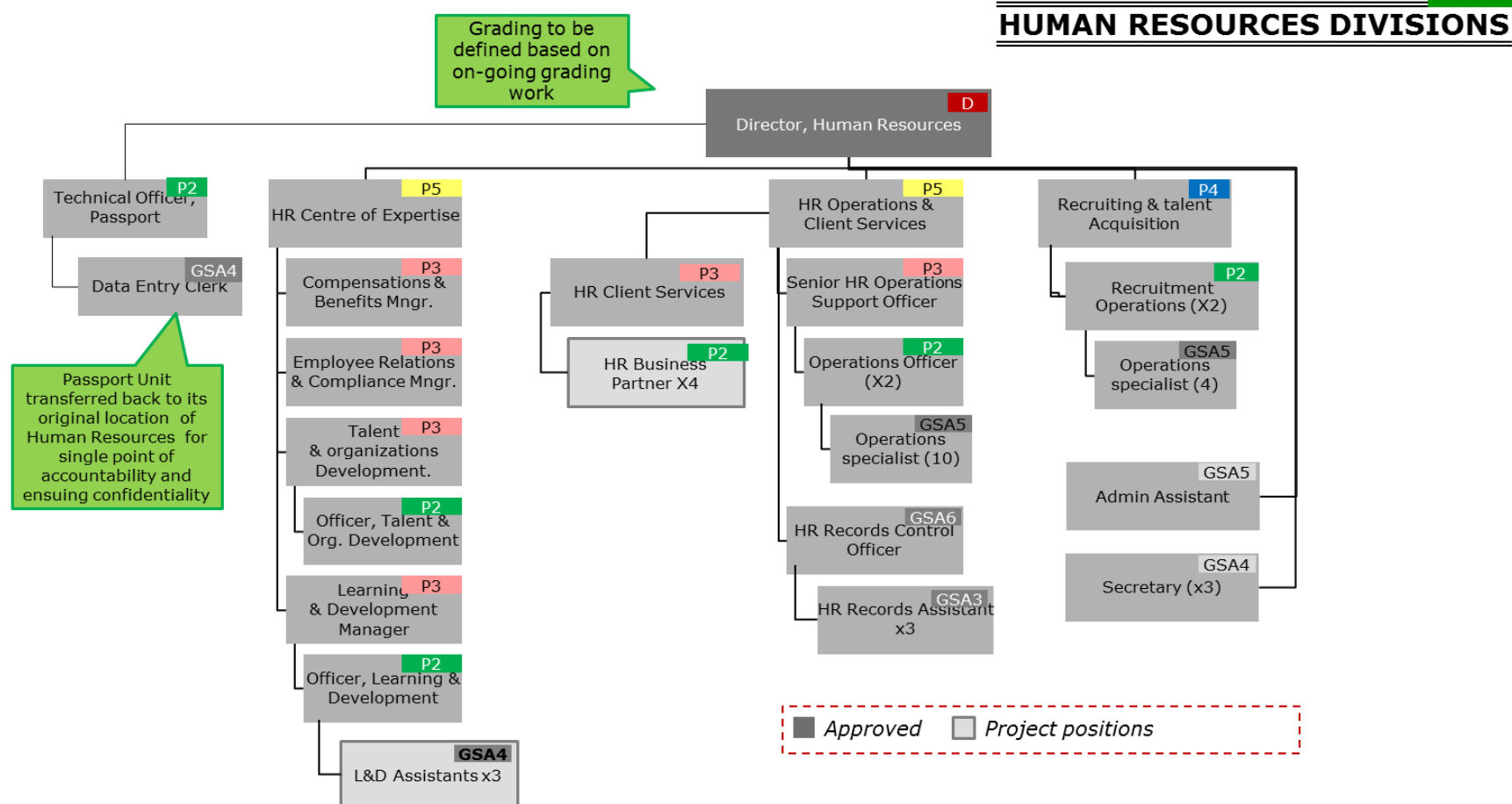


AMENDED STRUCTURE OF THE HUMAN RESOURCES DIVISION



Aligned

AHRMD "Outside-In View" Structure: HRD



AMENDED STRUCTURE OF THE SECURITY AND SAFETY SERVICES

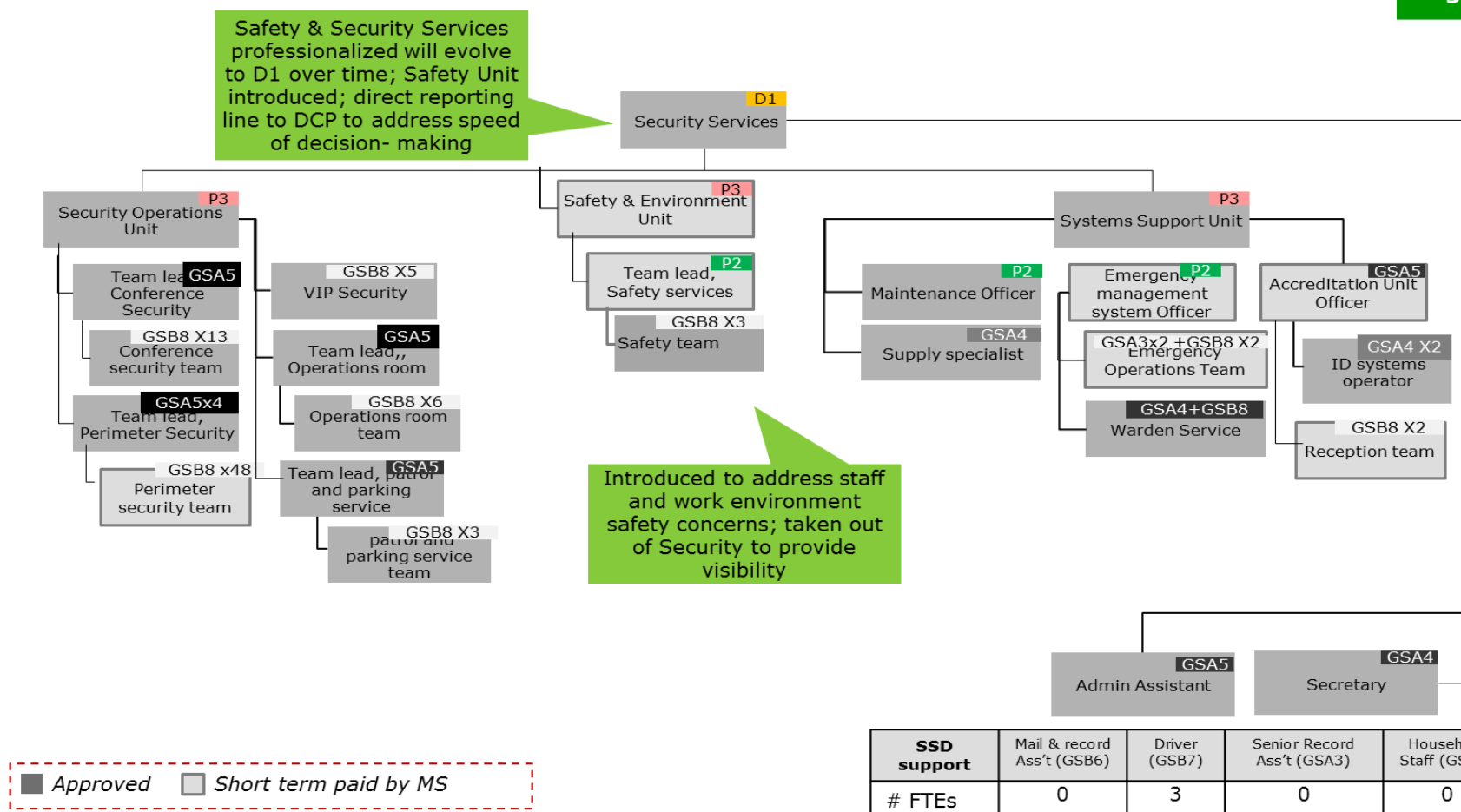
E

AHRMD "Outside-In View" Structure: SSD

SECURITY SERVICES



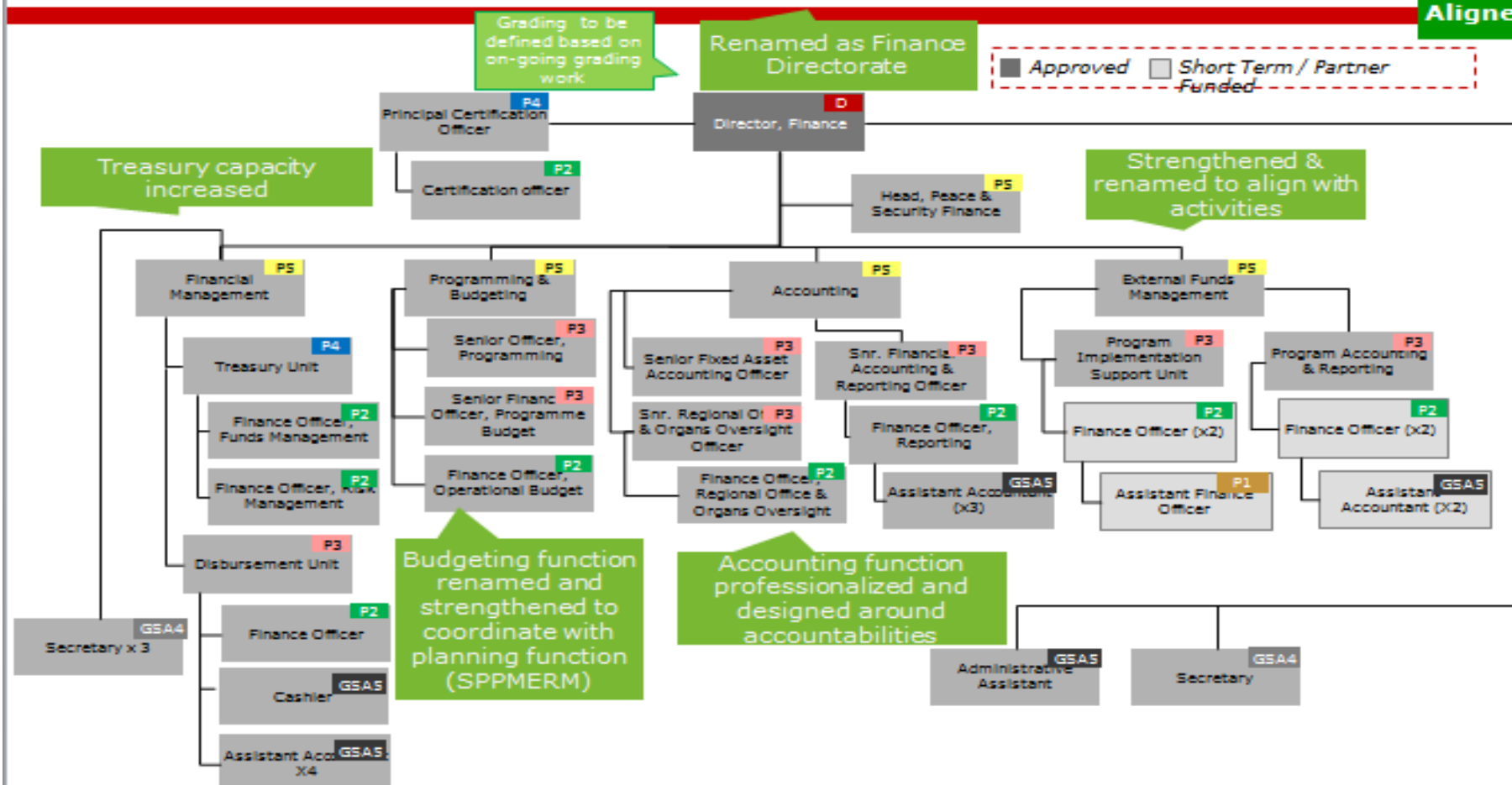
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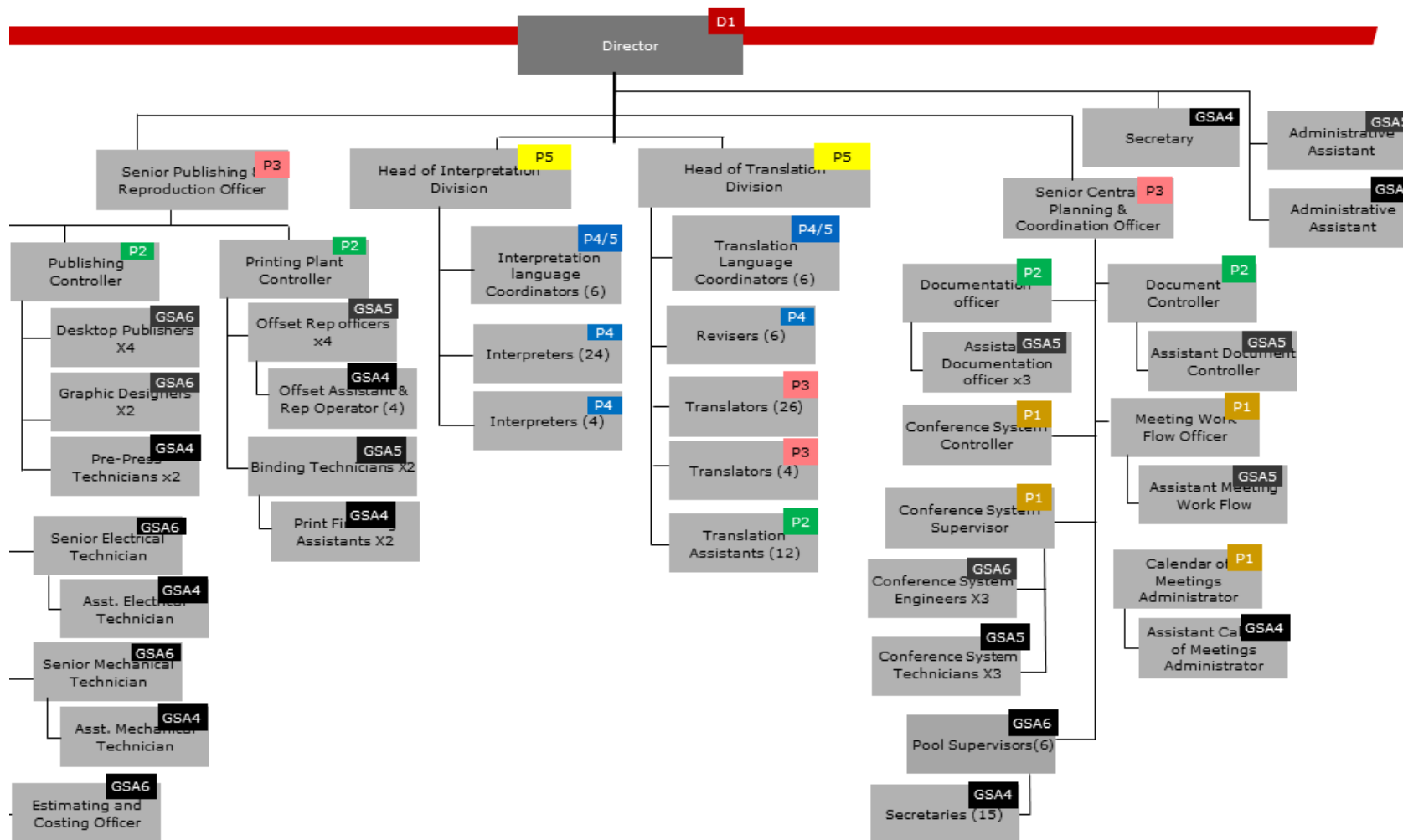
AMENDED STRUCTURE OF THE PROGRAMMING, BUDGETING, FINANCE AND ACCOUNTING DIRECTORATE Finance Directorate "Outside-in View" Structure



Aligned



AMENDED STRUCTURE OF THE DIRECTORATE OF CONFERENCE MANAGEMENT AND PUBLICATIONS DCMP "Outside-in View" Structure



DCMP support	Mail & record Ass't (GSA7)	Driver (GSB7)	Senior Record Ass't (GSA3)	Household Staff (GSB5)
# FTEs	1	0	1	0

Source: AHRMD Database; Approved Structure of the AU Commission (2012)

MEDICAL SERVICES DIRECTORATE

134. The Structure of the Medical Services was re-examined by the Sub-Committee and in his presentation the consultant indicated that the Medical Services Directorate was an important service provider handling the life of staff member and their family, delegates, the AU diplomatic community as well as meeting participants. He mentioned that the mandate of the Directorate was to manage an outpatient clinic with facilities for short term management and observation for acute cases of AU Staff and registered dependents, AU consultants, diplomats and delegates. He mentioned that there were few structure changes that would boost the MSD's ability to deliver high-quality services specifically by regularising some key short-term roles such as radiologist, dispenser and laboratory attendant positions with the view to provide more certainty in human resource planning. The Medical Services would work more closely with future proposed Field Support Services (FSS) for rapid-recruiting in emergency or high-demand contexts

COMMENTS AND OBSERVATIONS BY MEMBER STATES

135. Following the presentation, the following comments and observations were made by Member States:

- i) What had the Medical Services done to address the issue of part time staff which had been in existence for several years even though those positions were actually needed?
- ii) The services of radiologist and laboratory attendants should be regularized;
- iii) What was the Commission doing again about the specialized services?
- iv) The Medical Services Directorate would need to be expanded to cater for the growing number of patient.

RESPONSES BY THE COMMISSION

136. The Commission provided the following explanations to the comments and observations:

- i) The specialized services such as the dental and ophthalmology had been running on part time basis. Even though the services of these specialists were needed on permanent basis, the available resources would not allow regularising in the structure;
- ii) With regard to resources on the ground, the MSD would only provide remote assistance. During special cases such as the EBOLA epidemic, it was always the MSD that provided all the coordination in handling such issues. Medical doctors were not deployed to those areas in such situations;
- iii) As specified in the Staff Regulations and Rules, part time staff under special services contracts for specific duty with the Commission for a few

hours to cover for expertise that cannot be sufficed with the resource of the Commission;

- iv) In view of the upgrading of the radiology division, the Directorate was requesting for the regularization of the position;
- v) The Principal Medical Officer for the laboratory being a specialist medical doctor, should be on P4 instead of P3.

137. The Director responded that all the concerns and comments of the PRC Sub-Committee Members had been well noted and would be taken on board in the final document.

CONCLUSION OF DISCUSSION AND RECOMMENDATION

138. On the basis of the comments made and feedback received from Members of the PRC Sub-Committee, the following is the amended proposed structure (Outside-In-View) of the Medical Services Directorate within the Office of the Deputy Chairperson:

AMENDED STRUCTURE OF THE MEDICAL SERVICES DIRECTORATE

Medical Services “Outside-in” View Structure

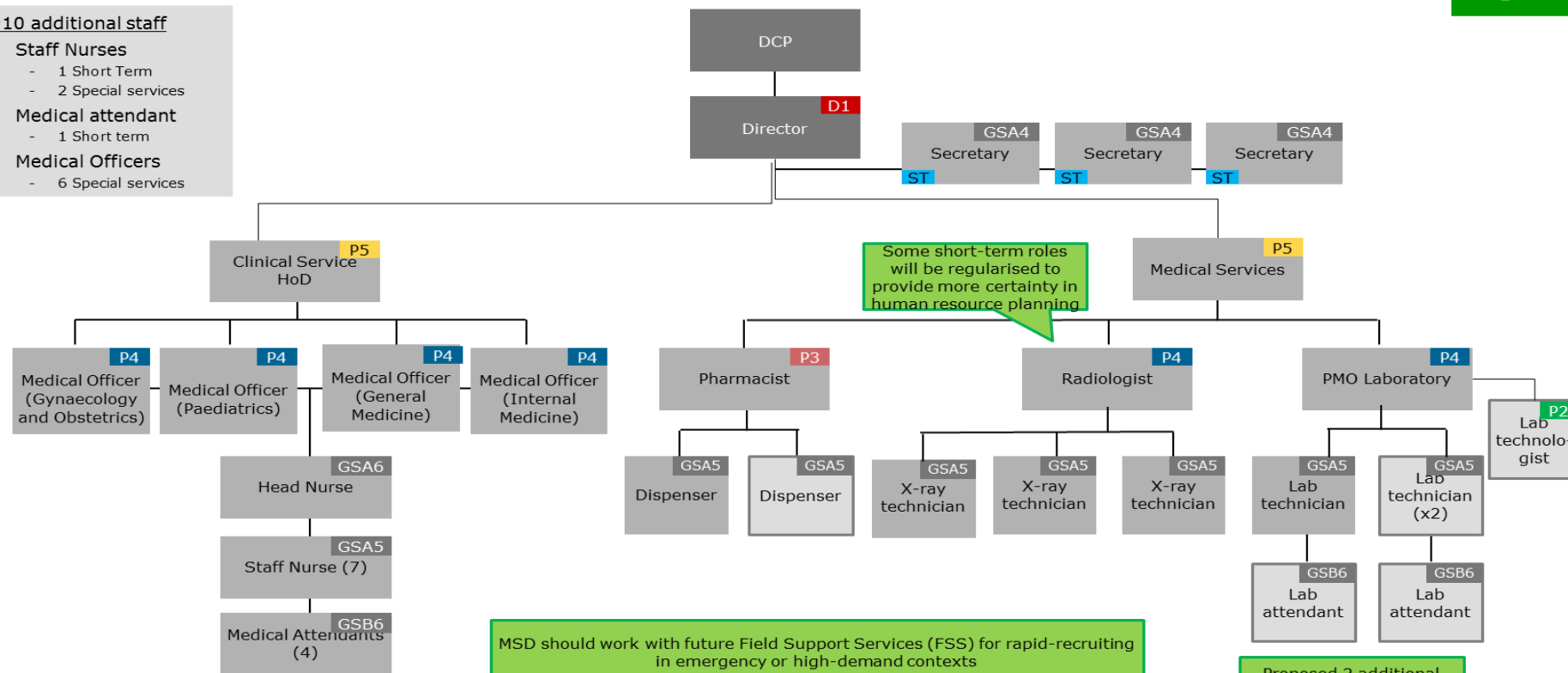
OUTSIDE-IN VIEW



Aligned

~10 additional staff

- Staff Nurses
 - 1 Short Term
 - 2 Special services
- Medical attendant
 - 1 Short term
- Medical Officers
 - 6 Special services



■ Approved ST Short term □ Project Positions

MSD support	Mail & record Ass't (GSB6)	Driver (GSB7)	Senior Record Ass't (GSA3)	Household Staff (GSB5)
# FTEs	1	3	1	0

PART III FINANCIAL IMPLICATIONS AND EFFICIENCY OPPORTUNITIES

139. On the basis of the amendments made by the PRC Sub-Committee, the Commission indicated that it would work out the financial implications and the matter would be discussed in detail during the next meeting of the PRC Sub-Committee, taking on board the several initiatives to cut wastage and unlock efficiency savings namely in:

- a) Rebalancing employee profile to achieve a younger, more cost-effective structure and institution by enforcing retirement age, while improving recruitment process and strengthening mechanisms for institutional knowledge transfer;
- b) Implementing a performance management regime that disproportionately rewards high performers, while deprioritizing standard salary increments for all staff, and linking increments more clearly to performance; and
- c) Improving overall cost-efficiency of day-to-day operations, e.g. optimizing processes to reduce costs of procurement, travel, utilities, medical supplies, other office supplies.

140. During the meeting held on 5th January 2016, the Consultant indicated that there is a significant difference in financial implications between the Working Team View and the Outside-In View. The financial implication of the Working Team View proposed structure was estimated to USD26millions while the Outside-in-View was zero incremental cost implication due to the following three saving factors:

- a) Outside-in view was more aggressive on scope of process improvement to improve efficiency;
- b) Outside-in view more aggressive on potential to use Member State secondments;
- c) Outside-in view more aggressive on removing areas of duplication and overlapping.

141. The consultant further indicated that the key areas of inefficiency were poor planning and coordinated causing unnecessary wastage of resources which can be reduced through early planning and provision of efficient process; ill management of staff productivity such as the performance management tools not well used and the non-enforcement of the provisions of the staff Regulations and Rules regarding compulsory retirement of staff members; unregulated travel and meetings that could be improved through clear guidelines on regulations for mission and conferences; and other operational inefficiencies which are caused due to unsystematic usages of utilities and office supplies that can be improved through new initiative such as digitalization and use of electronic mode of communication as well as saving through behaviour change.

142. The consultant highlighted to unlock savings over the next five (5) years through a targeted three (3) levers to drive efficiency and effectiveness by

rebalancing of employee profile through improved recruitment process and enforcing retirement age; implementing performance management regime that disproportionately rewards high performers; and through the other operational efficiency initiatives such as optimising processes, reduce cost of procurement, travel, utilities and medical supplies.

Comments and Observations of Member States

143. Following the presentation of the document on the financial implication on the exercise, Member States made the following comments and observations:

- i) There was a need to introduce a revised Staff Regulations and Rules that would ensure the enforcement of the provisions of the retirement age of staff of the Union as well as the current performance management;
- ii) The need for the Commission to clarify on the Working Team View which cost an estimated amount of \$26 million;
- iii) Most often times, meetings such as those of the PRC held outside Addis Ababa were more efficient than the ones held in Addis Ababa as participants were more focused and committed;
- iv) Since new staff who replaced retired staff were placed on the same grade, how would that reduce cost?
- v) There were so many shadow structures that exist at the Commission which would need to be addressed;
- vi) How would the Commission generate funds to run the new structure and how will the Commission ensure that the cost savings would not be at the expense of the personnel;
- vii) If per diem/DSA was perceived as an incentive to complement salaries, then there was a need to look into the salary structure;
- viii) How would the planning and monitoring going to reduce the problem of duplication and reduce the cost of the Commission?
- ix) What had been the problem in enforcing the retirement age?
- x) Did staff members who retired and were kept as consultants or advisers enjoy the same salaries and benefits that would increase the costs?
- xi) Why would consultants be employed for specific periods but later kept for several years?
- xii) There was a need to eliminate those who would not have the capacities and skills to work within the demands of the new structure;
- xiii) Whether salaries were increased or not, there was a fundamental problem with missions and meetings held outside the headquarters which

would need to be addressed. Most travels should be in line with decisions to implement the mandate of the Commission. Facilities at the HQ should be used more frequently;

- xiv) Operating costs not being stagnant, how would it be guaranteed that there would be cost savings in the operating costs?
- xv) Most performance management systems being subjective in nature, needed clarifications on the proposed performance management;
- xvi) There was no indication as to whether the amounts stated were for one or more years;
- xvii) Was it taken into consideration the fact that 100% operational cost would be taken up by Member States?
- xviii) Had the Commission taken into consideration that the alternative source of funding provided that 75% of the programme budget and 25% on peace and security would be financed by Member States?
- xix) Care should be taken not to rely on partners to finance a greater portion of programmes and the new structure;
- xx) What mechanism would be used to address the situation of youth replacing the aged at any given time?
- xxi) The document on the financial implication should reflect on the actual issues that were raised by Member States;
- xxii) How would the issue of secondment regarding senior positions be addressed?
- xxiii) There should be some clarification on what meetings were being referred to as being held outside the headquarters?

RESPONSES BY THE COMMISSION

144. The Commission responded to the several comments and observations that were made by Member States as follows:

- i) The decision by the Executive Council to restructure the Organisation also requested that the exercise should be aimed at reducing operational costs;
- ii) Cutting of posts was not the most effective way of restructuring an organization but rather the reduction of activities in principle will make the organisation more cost efficient;
- iii) Performance management would need to be measurable and objective even though there might always be element of subjectivity;

- iv) The current Staff Regulations and Rules was being reviewed and would be presented to the Sub-committee after the Summit;
- v) In managing performance management, a tool called performance competencies framework was being developed and this would help in addressing the issue of performance management;
- vi) In order to enable effective performance management, there is a need to have a high level performance management of Commissioners by the Executive Council;
- vii) On the issue of why staff members were kept after retirement, it was because recruitment was very slow, and that there was also the issue of Member States putting a cap on the number of staff to be recruited within a specific year;
- viii) Replacement of retired staff would be vigorously addressed by the Commission;
- ix) A talent attracting strategy and employee branding have been put in place in order to encourage the recruitment of the youth;
- x) On the issue of DSA or per diem, the main problem related to the numerous missions being undertaken by staff. This issue was also related to behaviours with the perception that staff had the rights to missions and sometime defended by their Ambassadors;
- xi) In the proposed structure, the issue of Member States financing 100% of operations budget, 75% 25% of the programme budget and 25% on peace and security had been considered;
- xii) There were several positions which had been financed by partners for several years with the view that with time it would be absorbed by Member States fund. Since this had not been the case, partners felt reluctant to continue to pay such staff whose duties were very crucial to the effective functioning of the Commission;
- xiii) The \$26 million reflected the head count cost of the working Team View;
- xiv) Moving into a paperless organisation would not only save cost in paper but also in efficiency;
- xv) The savings on the separation of retirees on higher salary grade and step was related to bringing in new competent staff at the entry salary grade and step of the specific positions;
- xvi) All the financial implications and changes in job grades and structure by Member States would be revised and re-submitted;

- xvii) The integration of the youth into the Organisation would be done gradually within a period of five years through an efficient succession plan without sacrificing institutional memory;
- xviii) In the longer term, it would be appropriate to reduce and prioritize activities without necessarily reducing positions; and
- xix) The cost implications, as annexed, which will be fully covered through the savings anticipated from operational and process efficiencies, alignment of mandate, removal of duplications and overlapping activities with RECs and Member States as well as compliance with the Staff Regulations and Rules by enforcing of compulsory retirement age and performance management.

THE WAY FORWARD

145. On the Way Forward for the implementation of the proposed structure, Member States provided the following comments and observations:

- i) The review of the structure would need to have all job descriptions/content that would support the organogram;
- ii) It might not be possible to implement the draft structure without the revised Staff Regulations and Rules (SRR);
- iii) There was a need to look into the issue of the Code of Ethics that would govern the staff;
- iv) Interns, youth volunteers and secondment cannot be used for a permanent structure;
- v) The implementation plan for the new structure should be discussed before moving to the “Way Forward”;
- vi) What would be the period of implementation of the new structure?
- vii) The Organisation would need a sustainable structure that would enable the Commission to function in an efficient manner. A Task force could be set up representing the regions to do a more in-depth analysis before any implementation would take place, taking into consideration all other documents that would need to be considered;
- viii) Since the PRC would be discussing the structure, it would be premature to talk about the implementation plan;
- ix) Members of the Sub-Committee should be able to brief their principals very well for them to understand all the issues discussed in order not to open up new debates during the PRC meeting;
- x) Members of the working team should continue to work with Member States on the way forward and how to implement the new structure;
- xi) A status report could be submitted during the January summit and timelines drawn up on the implementation plan;
- xii) There was a need to implement the Staff Regulations and Rules and enforce staff discipline;
- xiii) There was a need to enforce the retirement age of staff in line with the Staff Regulations and Rules;
- xiv) There should be a draft report for submission to the PRC as well as all the job profiles of the various positions;

- xv) It was no possible to do the implementation plan at this stage. A report should rather be submitted to the PRC; and
- xvi) There were also other views that the PRC Sub-Committee should stop procrastination.

146. In its response, the Commission drew the attention of the PRC Sub-Committee that we would need to proceed with presentation of the Sub-Committee Report to the Permanent Representative Committee and the Executive Council in January 2016 on the basis of the following mutual agreements:

- a) The methodology used in the assessment of the current AUC structure which aims at bringing process and cost efficiencies as well as its alignment with the Agenda 2063 and the 10 years implementation plan is in line with the Executive Council Decision EX.CL/Dec. 877 (XXVII) of June 2015;
- b) The principle used in the design of the macro structures of the Commission and its Offices had been endorsed;
- c) The Commission should finalise the consultation meeting between the Commissioner for Peace and Security Department and Commissioner for Political Affairs Department and submit to the PRC the agreed structures of the two port-folios taking into account the important elements of complementarity, subsidiarity, coordination and collaboration;
- d) The Commission should ensure that financing of the proposed structure will be at no additional financial implications to Member States using the savings that the it will generate in improving process and cost efficiencies mechanisms as well as eliminating wastes and removing horizontal and vertical overlapping and duplications within portfolios, the RECs and Member States.
- e) The Commission will reduce its operational dependency on partners funds in running critical and sensitive positions of the proposed structure;
- f) The Commission will finalize the revision of the Staff Regulations and Rules as well as the Compensation and Benefits Projects as well as the implementation the various policy guidelines and operational manuals as soon as possible with the view to ensuring the smooth implementation of the new Structure;
- g) The Commission will provide Member States with clear job responsibilities and accountabilities for each additional position so as to qualify the job grading of the proposed structure;
- h) The Commission will strictly apply the provisions of the existing African Union Staff Regulations and Rules regarding compulsory retirement of both regular and short term staff upon reaching the retirement age of 60 years as well as implement an effective succession planning system;

- i) The Commission will design and submit the macro structure for Peace Keeping Liaison offices for inclusion into the structure of the Department of Peace and Security; and
- j) To report to the Permanent Representatives Committee on:
 - i) The status of the work done so far;
 - ii) The agreed methodology and the principles used in the design of the macro structure of the Commission;
 - iii) The structures of the Commission on which alignment had been agreed upon with the PRC Sub-Committee namely:
 - Department of Peace and Security;
 - Department of Rural Economy and Agriculture;
 - Department of Social Affairs;
 - Department of Human Resources, Science and Technology;
 - Department of Economic Affairs;
 - Department of Trade and Industry;
 - Department of Infrastructure and Energy;
 - Bureau of the Chairperson;
 - Directorate of SPPMERM;
 - Office of the Secretary General;
 - Office of Legal Counsel;
 - Office of Internal Audit;
 - Directorate of Women and Gender Development
 - Directorate of Citizens and Diaspora (CIDO)
 - Directorate of Information and Communication
 - Intelligence and Security Committee
 - Protocol Services
 - Bureau of Deputy Chairperson
 - Directorate of Administration and Human Resources Management;
 - Directorate of Programming, Budgeting and Accounting (PBFA)
 - Directorate of Conference Management and Publications (DCMP)
 - Directorate of Medical Services (MSD)
 - iv) Those proposed structures that are yet to be finalised by the PRC, namely:
 - Department of Political Affairs, and
 - Strategic Partnership Division within the Office of the Chairperson;
 - v) The other organs and detailed structures for the AUC Representational, Technical, Regional and Peace Keeping Liaison Offices that would be considered in the next phase by June 2016;

- vi) The cost implications and efficiency opportunities of self-financing of the proposed structure of the AUC through the saving mechanisms as agreed with the PRC Sub-Committee namely:
- Improving process and cost efficiencies mechanisms
 - Eliminating wastes;
 - Removing horizontal and vertical overlapping and duplications within portfolios, the RECs and Member States;
 - Comply with the Staff Regulations and Rules by enforcing compulsory retirement age and performance management
- vii) The following subsequent activities shall be completed by June 2016 with the view to assist in the implementation of the new proposed structure:
- job descriptions, job analysis and accountabilities of each proposed positions;
 - the revision of the Staff Regulations and Rules; and
 - the revision of the Compensation and Benefits

ANY OTHER BUSINESS

147. The Chairperson thanked the Members of the PRC Sub-Committee for their inputs and quality contribution on the proposed Structure and agreed for the Sub-Committee Report to be presented for consideration by the dedicated session for the Permanent Representative Committee (PRC) on Tuesday 12 January 2016.

148. Having exhausted the items on the Agenda, the meeting adjourned at 14:30 hours.

ANNEX1

FINANCIAL IMPLICATION

	Change in Headcount (Proposed)	Cost impact on member states (\$M)	Change in Headcount (Outside-In View)	Cost impact on member states (\$M)
A. OFFICE OF THE CHAIRPERSON				
Bureau of the Chairperson	5	0.6	2	0.2
CIDO	5	0.7	1	0.2
SPPMERM	9	0.8	-10*	-0.7
OIA	4	0.4	1	0.2
Partnerships	-1	0.0	-1*	-0.1
Info & Comm	7	0.6	-1*	-0.1
Office of Sec-Gen	4	0.4	10	0.9
WGDD	7	0.7	4	0.4
ISC	1	0.1	1	0.1
Protocol	3	0.2	4	0.3
Office of Legal Counsel	27	2.6	6	0.6
SUB-TOTAL A	71	7.1	17	2.1
B. OFFICE OF THE DEPUTY CHAIRPERSON				
Human Resources	12.8**	0.7**	4.8**	0.2**
Safety & Security	66.8**	2.1**	8.8**	0.5**
Operations Support	35.6**	2.7**	18.4**	1.5**
Information Technology	10.8**	1.1**	0	0.0
PBFA	0	0.0**	-2*	-0.1**
DCMP	18	1.7	1	0.5
Medical Services	4	0.3	4	0.3
Bureau of the DCP	1	0.1	1	0.1
Admin Tribunal	3	0.2	1	0.1
SUB-TOTAL B.	152	\$9.0M	37	\$3.1M
PORT-FOLIOS				
PSD	13	1.7	-4*	-0.2
DREA	3	0.4	5	0.7
Economic Affairs	1	0.1	0	0.1
Social Affairs	-4	-0.4	-6*	-0.5
Political Affairs	39	3.9	12	1.3
HRST	10	1.0	-2*	-0.1
Trade and Industry	27	2.6	17	1.8
Infrastructure and Energy	11	1.1	0	0.1
SUB-TOTAL C.	100	\$10.4M	22	\$3.0M

2016

Report of the PRC sub-committee on structural reforms

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