

TERMS OF REFERENCE
FOR THE RECRUITMENT OF INDEPENDENT AFRICAN EXPERTS TO FINALISE
THE EFFECTIVE DIVISION OF LABOUR BETWEEN THE AU, RECS, MEMBER
STATES, RMS PURSUANT TO ASSEMBLY DECISIONS Assembly/AU/Dec.635
(XXVIII), Assembly Decision Ext/Assembly/AU/Dec.1 (XI) and Assembly
/AU/Dec.798 (XXXIV)
AUC/BCP/C/008

1. Expert in Economic Development, Integration, Investment and Industry
2. Expert in Agriculture, Food Security, Blue Economy and Environment
3. Expert in Education, Science, Technology and Innovation
4. Expert in Health, Humanitarian Affairs and Social Development
5. Expert in Transport, Energy and Infrastructure

I. INTRODUCTION

1. In January 2017, the AU Assembly took the decision that there should be a clear division of labour and effective collaboration amongst the African Union, the Regional Economic Communities (RECs), the Regional Mechanisms (RMs), Member States, and other continental institutions, in line with the principle of subsidiarity Assembly/AU/Dec.635(XXVIII) .The Assembly then set up the Mid-Year Coordination Meeting as the principal forum for the African Union (AU)and Regional Economic Communities (RECs) and Regional Mechanisms (RMs) to align their work and co-ordinate the implementation of the continental integration agenda.
2. The Assembly further decided that the AU should focus on key priorities with continental scope viz Peace and Security, Governance, Integration and Global representation; Realign African Institutions in order to deliver against those priorities; Connect the AU to its citizens; Manage the business of the AU efficiently and effectively at both political and operational levels; Finance the AU sustainably and with the full ownership of Member states.
3. During the 11th Extraordinary Session of the Assembly of the AU (Ext/Assembly/AU/Dec.1-4(XI)) the AU Commission, in collaboration with the RECs, AU organs, relevant continental organizations, was mandated to develop a proposal on an effective division of labour among the AU, the RECs, the Member States, and other continental institutions, in line with the principle of subsidiarity, for submission to the First Mid-Year Coordination Meeting in June/July 2019, based on the following technical work:
 - i. Review of the level of alignment and coherence of continental and regional medium term plans and development of proposals with a view to developing harmonized continental and regional medium term plans;
 - ii. Review of overall financing arrangements for continental and regional medium term plans with a view to developing a joint mobilization and financing strategy for the implementation of the division of labour;
 - iii. Development of proposals and recommendations on how to establish a coherent partnerships strategy between the AU, RECs and RMs on one hand and external parties on the other;
 - iv. Review and assessment of existing Co-ordination and working Arrangements with a view to establishing new AU-REC-COs co-ordination arrangements that ensure an effective division of labour;

- v. Review of existing overall monitoring and review arrangements with a view to establishing an effective monitoring and evaluation system; and
- vi. Assessment of the implementation of the “Protocol on Relations between the African Union (AU) and the Regional Economic Communities (RECs)”.

II. UPDATE ON THE IMPLEMENTATION OF THE ASSEMBLY DECISION ON DIVISION OF LABOUR

4. The Commission organised a meeting between the Chairperson of the African Union (AU) Commission and the Chief Executives of the Regional Economic Communities (RECs) and Regional Mechanisms (RMs) on 25 April 2019 at AU Headquarters in Addis Ababa, Ethiopia. The meeting was preceded by the first Preparatory Retreat for the AU-RECs/RMs Coordination Meeting held on 29-31 March 2019 in Arusha, Tanzania and the second Retreat on 15-16 April 2019 at the African Union Headquarters in Addis Ababa, Ethiopia.
5. The objective of the Retreat was to develop a proposal for the implementation of Decision Ext/Assembly/AU/Dec.1-4(XI). This Decision relates to the division of labour among the AU Commission, RECs/RMs, Member States, and other continental institutions, in line with the principle of subsidiarity.
6. The Retreats recommended among other things the following:
 - Define a formula based on responsibilities and various competencies between the AU, RECs and RMs;
 - Review legal documents on the issue of subsidiarity, as it is the guiding principle at continental, regional and national levels;
7. The key question is how Member States integrate continental policies and priorities into their national budget preparation, and how does the planning at the RECs'level integrate these continental policies and priorities into regional plans and priorities? There is a need for concrete proposals on how to take forward joint planning among these stakeholders taking into account experiences to date. Practical issues on how to harmonise planning and budgeting cycles will also need to be addressed.
8. At the meeting between the Chairperson of the African Union (AU) Commission and the Chief Executives of the Regional Economic Communities (RECs) and Regional Mechanisms (RMs) held on 25 April 2019 at AU Headquarters in Addis Ababa, Ethiopia, The Commission presented the division of labour between the AU, RECs/RMs and Member States in the following areas:
 - Policy planning and formulation;
 - Policy adoption;
 - Implementation;

- Monitoring & evaluation;
 - Partnerships; and
 - Joint resource mobilisation.
9. Specific observations for each of the above elements were made to enrich the initial document. The main general observations were as follows:
- (i) There is need to clarify the role of the African Union Development Agency AUDA-NEPAD by showing clearly what is specifically expected from it as regards program implementation
 - (ii) Clearly define the decision-making process, sequencing, guidelines, timelines, taking joint planning as the starting point for the alignment and ensuring the focus is on well-targeted priorities in order to avoid the duplication of efforts;
 - (iii) distinguish between issues within experts' competence and those within policy exclusive competence;
 - (iv) On-going reflections on the division of labour should be guided by the quest for smooth coordination of activities at continental, regional and national levels;
 - (v) Policy issues should be resolved to allow expert's to continue their technical work;
10. The Bureau of the AU Assembly of the Heads of State and Government and Chairpersons of the Regional Economic Communities, assembled in Niamey, Niger on 8th July 2019 on the occasion of the first Mid- Year Coordination Meeting.
11. They welcomed the preparatory work undertaken by the AUC, RECs and RMs on the proposal on Division of labour between Member States, RECs and the AU and requested the AU Commission, RECs and Member States to craft a more detailed proposal on division of labour.
12. In addition, they recommended that the then Ordinary Session of the AU Assembly in February 2020 endorse this proposal as a general framework for the division of labour, and thus, mandated the AU Commission, in collaboration with the Member States, RECs/RMs, AU organs and regional mechanisms to operationalize the framework on an effective division of labour including through detailed plans of action.
13. The Commission through the Bureau of the Chairperson and the Reform Unit undertook series of consultative meetings with the RECs, RMS, AUDA-NEPAD, AfCFTA Secretariat, APRM and African Court of Justice in elaborating the First phase on the Division of labour namely, Trade, Peace and Security and Political Affairs. These meetings were held at the levels of the Senior Official as well as the CEO's on the one hand and the Chairperson of the AU Commission on the

other hand. Thereafter, the PRC as well as the Executive Council met and considered the document on the Division of Labour which was later on adopted as work in progress by the Heads of State during the Second Mid-Year Coordination Meeting that was held virtually on 22 October 2020. The Division of Labour was designed based on exclusive and shared competencies.

14. During the Thirty-Four Ordinary Session of the Assembly of the Union held on 6 - 7 February 2021 Assembly/AU/Dec.801(XXXIV), Member States adopted the Declaration of the Second Mid-Year Coordination Meeting, successfully chaired by the AU Chairperson H.E President Cyril Ramaphosa, President of the Republic of South Africa, which was held on 22 October 2020 and the recommendations contained therein, including:
 - a) Commending the progress made in development of the detailed proposal on the Division of labour by the AUC, the AUDA-NEPAD, AfCFTA Secretariat, the APRM, the RECs, the RMs and the Member States on the sectors of Trade, Political Affairs and Peace and Security; and
 - b) Requesting Member States, the AU Commission, the AUDA-NEPAD, and the RECs/RMs and the Member States to finalise the remaining sectors concerning the division of labour with the view of their submission during the 35th Ordinary Session of the AU Assembly in February 2022 after due consideration by the 3rd Mid-Year Coordination Meeting to be held in July 2021 as well as the other relevant Policy Organs.
15. In addition, Assembly/AU/Dec.798(XXXIV) on the Institutional Reform of the AU, requested the Commission, to ensure thorough consultation with all relevant stakeholders and the use of independent African experts in the preparation of all reform proposals in collaboration with the Permanent Representatives' Committee (PRC);
16. Immediately after the aforementioned Summit, the Bureau of the Chairperson, sent A Note Verbale to Member States through the PRC (Ref. BC/RIU/004/02.21) inviting them to provide their comments to the three elaborated sectors of Trade, Political Affairs and Peace and Security. The second Note Verbale Ref. BC/RIU/003/02.21 was sent to RECs/RMs inviting them to consult their respective Member States and obtain their opinions on the Report of the Division of Labour considered as work in progress. The Chairperson also sent a letter Ref. BC/RIU/006/02.21 to RECs to indicate matters they would like to be considered in the remaining sectors. A memo was also sent to all AUC Commissioners requesting them for the same.

III. SCOPE

17. Under the supervision of the AU Reform Implementation Unit, this assignment will focus on developing draft proposals for the establishment of a detailed Division of Labour between the AU, RECs/RMs and Member States on the sectors outlined below.
18. Five experts will be recruited to conduct this assessment in the following sectors:
 1. Economic Development, Integration, Investment and Industry;
 2. Agriculture, Food Security, Blue Economy and Environment;
 3. Education, Science, Technology and Innovation;
 4. Health, Humanitarian Affairs and Social Development;
 5. Transport, Energy and Infrastructure.

IV. OBJECTIVES

19. The objectives of the work are the following:
 - prepare a clear and an effective division of labour between the AU, RECs/RMs, and Member States based on the guiding principles of subsidiarity, complementarity and comparative advantage;
 - determine the respective competencies (exclusive or shared) of the AU, RECs /RMs and Member States in the following six key functions/areas for each of the above mentioned sectors;
 1. policy formulation;
 2. policy adoption;
 3. policy Implementation;
 4. monitoring, evaluation & reporting;
 5. resource mobilisation;
 6. partnerships.
 - Propose operational modalities, structural arrangements and financing strategy for the implementation of an effective division of labour;
 - The experts shall work closely and collaboratively with key stakeholders to ensure the necessary buy-in to the design so that it is effectively adopted and implemented in line with the intent.

V. SECTORS, AREAS OF EXPERTISE, QUALIFICATIONS AND WORK EXPERIENCE

20. The five sectors and area of expertise are as follows:

A. Economic Development, Integration, Investment and Industry.

- Economic Development;
- Sustainable Development;
- Annual African Economic Forum;
- Industry;
- Accelerated Industrial Development for Africa;
- Manufacturing and Value addition;
- African Commodity Strategy;
- Mining, oil and Gas;
- Tourism;
- Small and Medium Enterprises (SMEs);
- Entrepreneurship, notably Start-Ups and Youth Entrepreneurship;
- Macro-Economic Policies;
- Fiscal and Budget Policies;
- Public Finance;
- Financial Institutions;
- Illicit financial flows Intellectual property rights;
- Domestic Resource Mobilization;
- Integration;
- Free Movement of Persons;
- Right of residence and right of establishment.

Qualifications and experience required

21. The expert should have the following qualifications:

At least a Master`s degree in Economics, Finance, International Relations, or any other related field from a recognized institution of higher learning and a professionally qualified in field of expertise. A PhD in the same subject areas will be an added advantage.

22. The expert will be required to demonstrate the following profile, experience and skills:

- A thorough knowledge of the African Union and Regional Economic Communities/Regional Mechanisms to ensure rapid execution on project delivery;
- Be Africa-based with extensive experience across Africa;
- At least fifteen (15) years of relevant experience, with minimum ten (10) years at managerial level and 5 years supervisory level.
- Extensive knowledge and experience in providing technical processes and functional reviews for at least 10 years with African Governments, International or Regional Organizations;
- Strong drafting and data analysis skills, and the ability to synthesize complex information and produce infographics;

- Language Skills – the experts must have expertise in at least 2 AU official languages.

B. Agriculture, Food Security, Blue Economy and Environment

- Agricultural Development;
- Rural Development;
- Agribusiness Development;
- Food Security;
- Nutrition;
- Crop production;
- Animal Production;
- Livestock;
- Fisheries ;
- Wildlife;
- Forestry;
- Blue Economy;
- Environmental Sustainability (Climate Change and Disaster Risk Reduction).

Qualifications and experience required

23. The expert should have the following qualifications:

At least a Master`s degree in Agriculture, animal or biological science, crop and plant science, environmental science and/or horticulture or related/ equivalent disciplines or any other related field from a recognized institution of higher learning and a professionally qualified in field of expertise. A PhD in the same subject areas will be an added advantage.

24. The expert will be required to demonstrate the following profile, experience and skills:

- A thorough knowledge of the African Union and Regional Economic Communities/Regional Mechanisms to ensure rapid execution on project delivery;
- Be Africa-based with extensive experience across Africa;
- At least fifteen (15) years of relevant experience, with minimum ten (10) years at managerial level and 5 years supervisory level.
- Extensive knowledge and experience in providing technical processes and functional reviews for at least 10 years with African Governments, International or Regional Organisations;
- Strong drafting and data analysis skills, and the ability to synthesise complex information and produce infographics;
- Language Skills – the experts must have expertise in at least 2 AU official languages.

C. Education, Science, Technology and Innovation

- Education;
 - o Higher education;
 - o Secondary Education;
 - o Basic Education;
 - o Vocational Training;
- Science;
- Technology;
- Innovation;
- Youth;
- Innovation, Research Publication and Dissemination;
- Human and skills Development;
- African Virtual and E University;
- The Africa outer space strategy;
- Digitalisation;
- Digital technology in education;
- ICT.

Qualifications and experience required

25. The expert should have the following qualifications:
At least a Master`s degree in Education, Science, and/or Technology or related/ equivalent field or any other related field from a recognized institution of higher learning and a professionally qualified in field of expertise. A PhD in the same subject areas will be an added advantage.

26. The expert will be required to demonstrate the following profile, experience and skills:

- A thorough knowledge of the African Union and Regional Economic Communities/Regional Mechanisms to ensure rapid execution on project delivery;
- Be Africa-based with extensive experience across Africa;
- At least fifteen (15) years of relevant experience, with minimum ten (10) years at managerial level and 5 years supervisory level.
- Extensive knowledge and experience in providing technical processes and functional reviews for at least 10 years with African Governments, International or Regional Organizations;
- Strong drafting and data analysis skills, and the ability to synthesise complex information and produce infographics;
- Language Skills – the experts must have expertise in at least 2 AU official languages.

D. Health, Humanitarian Affairs and Social Development

Health:

- Public Health;
- Africa Health Strategy (2016-2030);
- Catalytic framework to end AIDS, TB and Eliminate Malaria by 2030;
- Neglected Tropical Diseases;
- Cairo Declaration on Viral Hepatitis;
- Campaign for the Accelerated Reduction of Maternal Mortality in Africa (CARMMA Plus);
- Pharmaceutical Manufacturing Plan for Africa 2012;
- African Medicines Agency;
- Addis Ababa Declaration on Population and Development (AADPD)Health Financing;
- African Regional Nutrition Strategy (ARNS) (2016-2025);
- Physical Activity and Health;
- Continental Frame work on Sexual Reproductive Health and Rights and its Maputo Plan of Action (2016-2030);
- Research and Development;

Humanitarian Affairs:

- Refugees and Asylum Seekers;
- Internal Displaced Persons (IDPs);
- Returnees;
- Stateless Persons;
- Emergency Response;
- African Disaster Management Platform (ADMAP);
- African Humanitarian Agency;
- Humanitarian Assessments;
- International Humanitarian Law (IHL)

Social Development:

- Human and sustainable development;
- Inclusion Empowerment;

Culture:

- Great Museum of Africa;
- The Encyclopedia Africana;
- Restitution/return of Cultural Property and Heritage;
- Common Heritage;
- Values and Ethics;
- Cultural Identity ;
- Creative Economy;
- Languages (The Language Plan of Action for Africa Kiswahili as a Language of Wider Communication in Africa);
- History and Oral Traditions;
- The Linguistic Atlas of Africa;
- Arts;

- Mega events (Games);
- Sport:
 - African Union Sport Council;
 - Sport-for-development and diplomacy.

Qualifications and experience required

27. The expert should have the following qualifications:

At least a Master's degree in Medical Sciences, Pharmaceutical Sciences, Public Health, Social Science, and/or Humanitarian Affairs, Culture and Heritage, Social & Cultural Anthropology or related/ equivalent disciplines or any other related field from a recognized institution of higher learning and a professionally qualified in field of expertise. A PhD in the same subject areas will be an added advantage.

28. The expert will be required to demonstrate the following profile, experience and skills:

- A thorough knowledge of the African Union and Regional Economic Communities/Regional Mechanisms to ensure rapid execution on project delivery;
- Be Africa-based with extensive experience across Africa;
- At least fifteen (15) years of relevant experience, with minimum ten (10) years at managerial level and 5 years supervisory level.
- Extensive knowledge and experience in providing technical processes and functional reviews for at least 10 years with African Governments, International or Regional Organizations;
- Strong drafting and data analysis skills, and the ability to synthesize complex information and produce infographics;
- Language Skills – the experts must have expertise in at least 2 AU official languages.

E. Energy, Infrastructure and Transport,

- Energy ;notably Grand Inga Dam;
- Renewable energy Water;
- Infrastructure; notably Programme for Infrastructure Development in Africa (PIDA);
- Transport; notably African High Speed Train Network, Logistics, Single Air African Transport;
- ICT ;notably Pan African E-Network, Digitalization and interconnectivity;
- Logistic.

Qualifications and experience required

29. The expert should have the following qualifications:

At least a Master's degree in Transport, energy, Infrastructure engineering, and or related/ equivalent disciplines or any other related field from a recognized institution of higher learning and a professionally qualified in field of expertise. A PhD in the same subject areas will be an added advantage.

30. The expert will be required to demonstrate the following profile, experience and skills:

- A thorough knowledge of the African Union and Regional Economic Communities/Regional Mechanisms to ensure rapid execution on project delivery;
- Be Africa-based with extensive experience across Africa;
- At least fifteen (15) years of relevant experience, with minimum ten (10) years at managerial level and 5 years supervisory level.
- Extensive knowledge and experience in providing technical processes and functional reviews for at least 10 years with African Governments, International or Regional Organisations;
- Strong drafting and data analysis skills, and the ability to synthesise complex information and produce infographics;
- Language Skills – the experts must have expertise in at least 2 AU official languages.

VI. TIMELINE

31. The duration of this assignment will be up to 60 days maximum. An inception meeting will take place virtually during the first week of the assignment during which a detailed work plan and specific deliverables will be agreed upon. The assignment is expected to start on late September 2021.

VII. EXPECTED DELIVERABLES:

32. The deliverables to be achieved by the Expert(s) for this assignment include the following:

- deliverable 1: inception report outlining a detailed work plan, methodology and specific deliverables ;
- deliverable 2: draft report on initial findings, proposals and recommendations on the division of labor between the AU ,RECs/RMs and Member States;
- deliverable 3: final report with clear proposals and recommendations on a detailed and effective division of labor including the cost and the most appropriate implementation modalities in time frame ;

- deliverable 4: revised and final report on the division of labor after comments by Member States (PRC).

VIII. REMUNERATION

33. African Union shall pay each expert a fixed sum not exceeding USD twenty five thousand (25000 dollars) for this assignment. This amount includes all the expert's fees, reimbursable and all profits as well as any tax obligations that may be imposed on the expert.

IX. ASSESSMENT CRITERIA

Criteria	Maximum Points
General education and qualifications	20%
Experience related to the assignment	50%
Understanding the assignment and methodology	20%
AU working Languages	10%
Total	100%

X. DUTY STATION

34. The experts shall work from their respective location unless otherwise decided

XI. PAYMENT SCHEDULE

Variable	Instalment (percentage)
deliverable 1: inception report outlining a detailed work plan, methodology and specific deliverables ;	20% - first instalment
deliverable 2 and 3 : draft report on initial findings, proposals and recommendations on the division of labor between the AU, RECs/RMs and Member States; Final Report with clear proposals and recommendations on a detailed and effective division of labor including the cost and the most appropriate implementation modalities in time frame ;	40% - Second Instalment

deliverable 4: revised and final report on the division of labor after comments by Member States (PRC)	40 % - final Instalment
Total	100%

XII. NOTA BENE:

- RECS THAT ARE RECOGNIZED BY THE AFRICAN UNION ARE THE FOLLOWING: CEN/SAD, COMESA, EAC, ECCAS, ECOWAS, IGAD, SADC AND UMA
- REGIONAL MECHANISMS THAT ARE RECOGNIZED BY THE AFRICAN UNION ARE THE FOLLOWING: EASF AND NARC

Further information can be obtained at the address below during office hours 8:00-13:00hrs and 14:00-17:00 hours Local Time.

Proposal must be delivered in a written form to the address below not later than **15:00 hours local time, October 1, 2021.**

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