

## **AFRICAN UNION INSTITUTIONAL REFORM**

### **TERMS OF REFERENCE FOR THE RECRUITMENT OF INDEPENDENT AFRICAN EXPERTS**

#### **TO DEVELOP PROPOSALS FOR THE RESTRUCTURING OF THE AFRICAN UNION PERMANENT REPRESENTATIONAL OFFICES PURSUANT TO Assembly/AU/Dec.635 (XXVIII), Assembly Decision Ext/Assembly/AU/Dec.1 (XI) and Assembly /AU/Dec.798 (XXXIV) APP No. AUC/BCP/C/003**

**Vision:** An integrated, prosperous and peaceful Africa, driven by its citizens and representing a dynamic force in the global arena.

**Mission:** An efficient and value-adding institution driving the African integration and development process in close collaboration with African Union Member States, the Regional Economic Communities and African citizens.

#### **I. BACKGROUND**

##### ***AU Institutional Reform Agenda***

1. The January 2017 AU Assembly Decision, Assembly/AU/Dec.635(XXVIII), on *the Institutional Reform of the African Union (AU)* sets out a comprehensive AU reform agenda. It is aimed at fundamentally re-positioning the organization to meet the evolving needs of its Member States and the continent and identifies the following core reform priorities:
  - Focus on key priorities with continental scope;
  - Realign African Union institutions in order to deliver against those priorities;
  - Connect the African Union to its citizens;
  - Manage the business of the African Union efficiently and effectively at both the political and operational levels;
  - Finance the African Union sustainably and with the full ownership of the Member States.

##### ***Realigning AU Institutions***

2. The January 2017 *Building a More Relevant African Union* Report identified four major challenges facing the African Union (AU):
  - The AU is highly fragmented with too many focus areas;
  - The AU's complicated structure and limited managerial capacity lead to inefficient working methods, poor decision-making and a lack of accountability;
  - The AU is neither financially independent nor self-sustaining, relying instead on partner funding for much of its financing;
  - Coordination between the African Union and the RECs is limited.

3. In order to address the above challenges the Report made two key recommendations that were adopted by the AU Assembly:
  - First, that the AU's agenda should be focused on a fewer number of priority areas, which are by nature continental in scope, such as political affairs, peace and security, economic integration (including the Continental Free Trade Area), and Africa's global representation and voice.
  - Second that the division of labour between the African Union, RECs, regional mechanisms and Member States should be clarified.
4. Based on the above, the Assembly also decided to realign AU institutions in order to deliver against those priorities and undertook to review and update the mandate and structure of key organs and institutions.

## **II. SCOPE**

5. Under the supervision of the AU Institutional Reform Implementation Unit, this assignment will focus on developing draft proposals for the restructuring of the AU Permanent Representational Offices based on an assessment of their mandates, relevance and effectiveness;
6. The assignment will cover the seven AU representational offices annexed to this document with their email addresses;
7. Two experts will be recruited to carry out this mission, one with a strong technical background for issues related to mandates and functions, and the other one, with a strong background in Human Resources Management and/or Organizational Sciences for issues related to structure and staffing needs.

## **III. OBJECTIVES**

8. The Independent African Experts that will be recruited will work with the AU Reform Implementation Unit to deliver the following:
  - a) Review the mandates, relevance and effectiveness of AU Permanent Representational Offices;
  - b) Develop recommendations on the mandates, functions, relevance and effectiveness of AU Permanent Representational offices;
  - c) Based on the above, the experts are expected to develop proposals for the structures and staffing of the AU permanent Representation Offices, including a budget and implementation plan;
9. 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.

#### **IV. QUALIFICATIONS AND WORK EXPERIENCE REQUIRED**

10. The key expert number one should have the following qualifications :

- At least a Master's Degree in Law, Political Science, Diplomacy, International Relations, Economics, Public Administration, 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.

11. The Key expert number one will be required to demonstrate the following profile experience and skills:

- a) a thorough knowledge of the African Union and African institutions to ensure rapid execution on mission delivery;
- b) a thorough knowledge of bilateral and multilateral Diplomacy;
- c) be Africa-based with extensive experience across Africa;
- d) at least 10 years of experience in African policy and development issues and processes and in-depth knowledge of the continental institutional landscape;
- e) extensive knowledge and experience in providing technical processes and functional reviews for at least 10 years with African Governments, International or Regional Organisations;
- f) strong drafting and data analysis skills, and the ability to synthesise complex information and produce infographics;
- e) language skills – the experts must have expertise in at least 2 AU official languages.

12. The key expert number two should have the following qualifications

At least a Master's Degree in HR, Management and Organizational Science, 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.

13. The Key expert number two will be required to demonstrate the following profile experience and skills:

- a. at least 10 years of experience in large-scale institutional restructuring, change management and project management in similar institutions.
- b. a proven track record in organizational restructuring and change management within large organizations, particularly inter-governmental, and public international organisations. Extensive experience in change management, with an emphasis on culture change and organizational capacity development is a huge advantage;
- c. at least 10 years of experience in HR work and change management administration strategic and planning and /or related field;
- d. extensive Knowledge and experience in undertaking staffing reviews for at least 10 years

- e. strong drafting and data analysis skills, and the ability to synthesise complex information and produce infographics;
- f. language skills – the experts must have expertise in at least 2 AU official languages.

## **V. TIMELINE**

14. 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.

## **VI. EXPECTED DELIVERABLES**

- a. deliverable 1: inception report outlining a detailed work plan, methodology and specific deliverables ;
- b. deliverable 2 : draft report on mandate and functions (review and update
- c. deliverable 3 : draft report on structure, staffing needs including budget and implementation plan ;
- d. deliverable 4: draft organograms;
- e. deliverable 5: final draft report with clear reform proposals on mandate;
- f. functions, structure, staffing needs, including budget and implementation plan;
- g. deliverable 6: revised final report after remarks by Member States.

## **VII. REMUNERATION**

15. 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.

## **VIII. 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%

## **IX. DUTY STATION**

16. The experts shall work from their respective locations unless otherwise decided.

## **X. PAYMENT SCHEDULE:**

Variable	Installment (percentage)	
deliverable 1: upon submission of inception report, outlining the detailed plan of work, methodology and specific deliverable	20% - first installment	
deliverables 2,3 ,4 and 5 which include draft report on mandate and functions , draft report on structure, staffing needs, including budget and implementation plan, draft report on organograms and final reports	50% - Second Installment	
deliverable 6: revised final report after remarks by Member State	30 % - final Installment	
Total	100%	

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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