TERMS OF REFERENCE FOR INDEPENDENT EVALUATION GROUP (IEG)

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I. BACKGROUND

(1) Article 21 of the Protocol Relating to the Establishment of the Peace and Security Council (PSC) of the African Union provides for the establishment of a special fund to be known as the Peace Fund, with the objective of providing the necessary financial resources related to peace and security in Africa and for peace support operations in the Continent. This was supported by Assembly Decision Assembly/AU/Dec 605(XXVII) adopted by the Heads of State and Government and the endorsement by the PSC at its 689th Meeting on 30 May 2017.

(2) The Peace Fund Instrument formally operationalized the Peace Fund as an independent international fund for the prevention and management of conflicts, and the promotion of peace in Africa, and provided for the appointment of a Board of Trustees (BoT), an Executive Management Committee (EMC), a Fund Manager, an Independent Evaluation Group (IEG) and a Peace Fund Secretariat (PF Secretariat).

(3) The IEG is an impartial and independent pool of experts appointed by the BoT on the recommendation of the EMC with the responsibility of providing rigorous independent technical review of the performance, operational impact and efficiency of the Peace Fund on an *ad hoc* basis.

(4) The IEG serves as an advisory body to the BoT and its committees.

(5) The following terms of reference outline the principal functions and procedures of the IEG.

II. MANDATE

Independent Review

(1) The IEG shall undertake independent evaluations of the Fund to provide an objective evaluation of the performance and operational impact of the Fund at least once a year and on an *ad hoc* basis on the request of the BoT or the EMC.

(2) The goals of the evaluation are to:
- provide an objective basis for assessing the results of the Fund's work,
- provide accountability in the achievement of the Fund's objectives, and
- improve the efficiency of the Fund by identifying and disseminating the lessons learned from experience and by framing recommendations drawn from evaluation findings.

(3) The review may include *inter alia*:
- Conduct Monitoring and Evaluation mission to selected activities financed by the Fund;

- The efficiency of the utilisation of funds under the Crisis Reserve Facility (CRF) against the BoT's approved eligibility criteria for the CRF;
- The efficacy of the CRF's eligibility criteria;
- The performance of the Fund against the priorities and objectives stated under the windows of the Fund;
- The impact and efficiency of its funded activities; and
- The performance of fund managers.

(4) The IEG's review may include interactions with the AU's internal auditors, Board of external auditors and any independent external auditors appointed by the BoT. The IEG will not be providing an independent verification of the Fund's financial statements but may independently investigate any issues of financial irregularities or financial misconduct if so instructed by the BoT.

Reporting on lessons learned

(1) Lessons learned shall be reported directly to the BoT and the EMC. The PF Secretariat will provide administrative and coordination support.

(2) The IEG shall not be obligated to alter any evaluation reports based on the questions and comments of the BoT or EMC. The IEG report will be published with the following three parts:
- The main report from the IEG;
- EMC comments in an annex; and
- BoT comments in an annex.

(3) Evaluation results should feed back into the design phase and on-going funded projects, thus contributing to enhancing the quality of funded activities as well as to be used as corrective measures.

(4) To facilitate this process, PAPS and the PF Secretariat shall integrate the evaluation report into the budgeting and planning process. Plans shall be accompanied by notes that clearly indicate the changes effected because of recommendations from the evaluation report.

(5) While maintaining its independence, the IEG will engage with the Secretariat, technical partners and the wider Peace Fund partnership, as relevant, to ensure lessons learned, recommendations and observations from the review of the Peace Fund are widely shared.

Advisory Function

(1) The IEG may provide technical advice to the BoT or any of its committees as requested by the BoT on an *ad hoc* basis.

(2) As part of its advisory function and with the consent of the BoT, the IEG may provide technical advice and guidance to the Secretariat, the Political Affairs, Peace & Security (PAPS) on strategic focus, technical soundness, programmes and projects for effective impact and sustainability.

III. MEMBERSHIP

(1) The IEG is an impartial and independent group of experts who serve on review panels as needed. IEG members serve in their personal and technical capacities, and they do not represent their employer, government or any other entity.

(2) The IEG should constitute of a minimum of thirteen (13) members: (i) two members from each of the five regions in Africa not represented by Member States represented by the Board of Trustees, (ii) one member from African Development Bank (AfDB), (iii) one from Afreximbank and (iv) one from the World Bank.

Areas of expertise, competencies, and skills

(1) Collectively, IEG membership shall reflect diversity of gender, and geographical regions including experts from all five regions of the African Union.

(2) The IEG membership shall have strong technical expertise, in respect of programmatic, operational, systems and structural contexts of peace & security and strategic investment and sustainable finance and demonstrable experience in:
- Mediation and preventative diplomacy;
- Peace and security operations;
- Sustainability and transition, value for money, innovative financing mechanisms, partnerships;
- Finance and investment management;
- Developing, implementing, managing, evaluating and/or reviewing programs at the country and/regional level;
- Procurement; and
- Resource mobilisation.

(3) Examples of the selection criteria of the members of the IEG in terms of required levels of experience and educational qualifications have been included in Annexure A.

Eligibility

(1) Applicants to the IEG will be requested to submit a Declaration of Interest before being considered for IEG membership.

(2) Members of the BoT, participants presenting in the BoT meetings, and members of the Secretariat are ineligible to serve on the IEG until two years after termination of their services.

Selection and appointment of IEG members

(1) The IEG members shall be selected through a competitive merit-based, open and transparent process.

(2) The Secretariat shall:
- Advertise for applications on the African Union's website, social media and through reputable continental and international publications, with high circulation among the desired candidates;
- Compile a report on the selection process and submit to the BoT; and
- Consult the BoT on the recommended candidates.

(3) The BoT shall:
- Participate in the shortlisting of candidates' applications;
- Participate in the interviews with shortlisted candidates;
- Review the report on the selection process;
- Propose corrective measures, if the report is not satisfactory; and
- Recommend for appointment to the African Union Chairperson (AUC) Chairperson once it is satisfied with the process and recommended candidates.

(4) The African Union Commission Chairperson shall appoint the IEG Members based on the recommendation of the BoT.

(5) One expert each from the AfDB, Afreximbank and the World Bank shall be appointed by the relevant institutions in consultation with the AUC Chairperson.

Term Duration

(1) Once selected to serve on a review panel, IEG members are designated as "Serving IEG Members" and they are eligible to serve for four years from the date of the first formal (virtual or in-person) review in which they participate.

(2) This prescribed five-year term may be extended by the IEG Chair for up to two additional years, agreed on an individual basis based on performance criteria and deliberation processes defined by the IEG and approved by the EMC. This extension allows for a staggered transition of Serving IEG members and effective carryover of institutional memory across allocation periods. All such term extensions must be reported to the EMC through regular reporting by the IEG Chair.

IV. GOVERNANCE

(1)   The IEG reports to and is accountable to the BoT.

(2)   The IEG has the responsibility to organize its work and its internal operations and processes in accordance with these Terms of Reference, efficiently and effectively building on achievements and lessons learned.

(3)   The PF Secretariat shall provide secretariat support, administrative services and budget management services to the IEG. The PF Secretariat shall coordinate IEG interactions with BOT and EMC, and disseminating IEG findings and recommendations.

IEG Leadership selection

(1)   Serving IEG Members shall elect a Chair and two Vice-Chairs from among their membership, constituting IEG Leadership. The IEG Leadership serves a term of four years or until the election of their successor(s). Should the need arise, the EMC shall have the authority to extend or terminate a Chair and/or Vice-Chair's term for a limited time to ensure an orderly leadership transition.

(2)   If a Serving IEG Member is elected Chair or Vice-Chair in their last two years of service as a Serving IEG Member, the elected IEG Member's term will automatically be extended to cover the period of their service as Chair and/or Vice-Chair. Neither the IEG Chair nor any IEG Vice-Chair may run for a second term. However, either of the Vice-Chairs is eligible to run for the position of IEG Chair.

(3)   In electing their IEG Leadership, serving IEG Members are encouraged to consider whether the leadership team reflects the diversity of the membership.

Nomination of focal points

(1)   The IEG Leadership will designate certain Serving IEG Members as key points of contact for specific topics or work-stream leaders (IEG Focal Points).

(2)   IEG Focal Points are selected by the IEG Leadership based on the relevant technical expertise areas.

Workplan and Budget

(1)   The IEG Leadership develops its priorities, associated workplan and budget annually in collaboration with the Secretariat. This includes considering the pipeline of IEG reviews scheduled for the upcoming year, emerging trends and needs that will require IEG engagement in its advisory function as well as operational aspects required for the optimal performance of the IEG mandate.

(2)   The annual budgets and associated workplans for the IEG will be approved by the BoT and EMC before submission as part of AU budget process by the Secretariat. The BoT will ensure that the resources for the IEG are sufficient to deliver the approved IEG workplans.

Oversight and accountability of the IEG

(1)   The IEG will develop a set of prioritized data-driven key performance indicators (KPIs) that provide on an annual basis a holistic assessment of the IEG's performance, using a qualitative and quantitative approach, covering all areas of its mandate.

(2)   Consistent with its oversight role, the BoT will review the assessment, evaluate the IEG's effectiveness in fulfilling its Terms of Reference, and respond accordingly, including providing feedback on the KPIs used for the assessment.

(3)   The IEG will solicit guidance from the BoT and the EMC as needed to inform course correction and enhance the performance and effectiveness of the IEG in delivering on its mandate.

V.   IEG REVIEW MODALITIES

Sources of Information

(1)   Technical review undertaken by the IEG is an independent, transparent process based on rigorous disciplined and programmatic reviews of documentation to evaluate the performance of the Peace Fund including determining whether the programmes are positioned to achieve the greatest impact.

(2)   Evaluations shall review the following sources of information *inter alia*:
   - Fund policies, frameworks, guidelines, annual plans, budgets, reports and minutes of the Fund's governance structures;
   - Reports from projects and operations implemented by PAPS;
   - Reports from other departments and organs of the AU on their experience with the Fund;
   - Reports from the BoT and its committees;

- Reports from relevant stakeholders (Member States, RECs, regional organisations, International Partners global multilateral institutions);
- Budget spent against targets, outputs and outcomes;
- Any other information that the IEG requires to fulfill its mandate.

IEG Meetings

(1) The IEG Leadership may call meetings to discuss IEG reviews and other projects. The IEG will conduct its reviews via in-person meetings, remotely or a mix of both.

(2) To the extent possible, following the assessment conducted by the Serving IEG Members participating in the relevant reviews, the IEG Leadership will facilitate IEG outcomes and recommendations through panel deliberations, providing objective, transparent, evidence-based decision making and reporting to the BoT and EMC.

(3) If the IEG Chair determines that review outcomes and recommendations cannot be reached by the deliberations of the IEG then they may facilitate resolution through additional internal mechanisms. In addition, the IEG may request additional information from the Secretariat the implementers or technical partners, as appropriate.

VI. HONORARIA AND OPERATIONAL COSTS

(1) Serving IEG Members will receive an honorarium for services rendered, in addition to any travel expenses. The amount of honorarium and any additional remuneration will be determined in accordance with the applicable African Union policies.

(2) The IEG Leadership shall engage the Secretariat in the overall preparation of the IEG budget which will be approved by the BoT and EMC for subsequent submission through the normal budgeting process.

(3) The remuneration of the IEG members and activities of the IEG shall be funded from the financial resources of the Peace Fund.

VII. MEMBERSHIP TERMINATION

(1) IEG membership may be terminated upon voluntary resignation submitted by a member. The IEG Chair can also request a member to step down from the IEG before the end of their five-year term (or extended term) based on the IEG's robust performance assessment processes, or in case of breach of applicable ethics or Conflict of Interest (COI) rules and policies.

(2)   Once a IEG member's term of service has expired, Serving IEG Members are designated as "Former IEG Members" and cannot be Serving IEG Members again until a minimum of three years has elapsed since their last participation, unless otherwise called upon by the IEG Chair if required to fill gaps.

VIII. ETHICS AND CONFLICT OF INTERESTS

(1)   IEG members shall demonstrate high standards of integrity and ethical behaviour and uphold the independence and impartiality of the IEG.

(2)   IEG members are bound by an obligation of confidentiality in the conduct of their duties and are required to sign confidentiality undertakings prior to commencing work as a IEG member.

(3)   IEG members are expected to complete disclosure forms:
- Each IEG member is required to submit a Declaration of Interest form to the Secretariat prior to commencing IEG work.
- Throughout the period of membership, IEG members shall disclose all actual, potential or perceived Conflicts of Interest (COI) to the IEG Chair and the EMC.
- The IEG Leadership shall disclose all actual, potential or perceived COI they may have in writing to the EMC for a decision.

IX. Eligible Member States for application

Applications from the following member states are eligible to apply.

Central Africa

- Republic of Burundi, Republic of Cameroon, Republic of Chad, Republic of the Congo, Democratic Republic of Congo, Republic of Equatorial Guinea, Gabonese Republic, Democratic Republic of São Tomé and Príncipe

Southern Africa

- Republic of Angola, Republic of Botswana, Kingdom of Eswatini, Kingdom of Lesotho, Republic of Malawi, Republic of Mozambique, Republic of Namibia, Republic of Zambia, Republic of Zimbabwe

Western Africa

- Republic of Benin, Burkina Faso, Republic of Cabo Verde, Republic of the Gambia, Republic of Ghana, Republic of Guinea, Republic of Guinea-Bissau, Republic of Liberia, Republic of Mali, Republic of Niger, Republic of Senegal,

Republic of Sierra Leone, Togolese Republic

X. Application Submission

- Interested applicants should submit their CVs, motivation Letter stating the position of application and credentials to PFS@africa-union.org
- The deadline for submission of online applications is midnight **(EAT) 12 March 2025.**

ANNEXURE A: SELECTION CRITERIA FOR MEMBERS OF THE INDEPENDENT EVALUATION GROUP

PERFORMANCE AREA	EXPERTISE REQUIRED
1. Financial Management	**Years and Experience** At least 15 years' experience in a multilateral peace and security or multilateral financial institution, of which at least 10 were at managerial level. **Academic Qualifications** At least a master's degree in accounting, Finance or related discipline and membership of an internationally recognised professional accounting body (CA, CPA, ACCA, CIMA, etc.)
2. Investment	**Years and Expertise** At least 15 years' experience in investment fund management **Academic Qualifications** Masters in Investment Management/Banking or bachelor's degree and CFA combined.
3. Monitoring and Evaluation	**Years and Expertise** At least 15 years of knowledge and experience in Planning, Monitoring and Evaluation of peace and security projects, of which at least ten were at management

	level within a large organisation in an international context.
	Academic Qualifications Minimum master's degree in administration, Business Administration, Project Management, Social Sciences or a related field. A professional certification in project management and programme management such as PMP, PRINCE, etc. will be an advantage.
4. Resource Mobilisation	**Years and Expertise** At least 15 years of knowledge and experience in Resource Mobilisation within a large organisation in an international/multilateral context, of which at least 10 were at management level. **Academic Qualifications** Master's degree in marketing, Communications, Business Management, Social Sciences, Public Administration, International Relations, Communications or other related fields.
5. Accounting	**Years and Expertise** Minimum 15 years' experience in accounting of a large peace and security-

	related institution, of which at least 10 years were in senior or management. **Academic Qualifications** Master's degree in accounting or finance. A first level degree in combination with a certification as Chartered Accountant or Certified Public Accountant may be accepted in lieu of an advanced degree. Additional professional certifications (CISA, CFE) are an advantage.