

# Report on the Implementation of the Decision on the Institutional Reform of the African Union



**H.E. Paul Kagame, President of the Republic of Rwanda**

July 2017



# 1. Overview of Jan. 2017 Reform Decision (Assembly/AU/Dec/635(XXVIII))

Reform Areas	Decision Items
<b>A. Focus</b> on key priorities with continental scope	<ol style="list-style-type: none"><li>1. Focus AU on fewer priority areas, namely political affairs, peace and security, economic integration, and Africa's global representation and voice</li><li>2. Clarify division of labour among AU, RECs, RMs, and other institutions</li></ol>
<b>B. Realign</b> AU institutions	<ol style="list-style-type: none"><li>3. Professionally audit bureaucratic bottlenecks and inefficiencies in AU</li><li>4. Re-evaluate size and capabilities of AUC structures</li><li>5. Review mandates and strengthen functioning of PRC, NEPAD, APRM, judiciary, PAP &amp; PSC</li></ol>
<b>C. Connect</b> the AU to citizens	<ol style="list-style-type: none"><li>6. Establish women and youth quotas and ensure private sector participation</li><li>7. Establish African Youth Corps and facilitate cultural and sports exchange</li><li>8. Identify and provide new continent-wide public goods and services</li><li>9. Member States to make African passport available, and engage Parliaments, citizens, and civil society on AU reform process</li></ol>
<b>D. Manage</b> the business of the AU efficiently and effectively	<ol style="list-style-type: none"><li>10. Limit Summit agenda to three items, and invite external parties on exceptional basis only</li><li>11. Hold one Summit per year, with AU-REC Coordination Meeting in June/July</li><li>12. Ensure continuity with a Troika of outgoing, current, and incoming Chairpersons by electing incoming Chairperson one year in advance</li><li>13. Review framework for Partnership Summits, with key leaders representing Africa</li><li>14. Strengthen and enforce current sanctions mechanism</li><li>15. Enhance process for electing AUC Chairperson, competitively recruit Dep. Chairperson and Commissioners, and make Dep. Chairperson responsible for efficient AUC administration</li><li>16. Conduct fundamental review of AUC staffing needs and conditions of service</li></ol>
<b>E. Finance</b> the AU sustainably	<ol style="list-style-type: none"><li>17. Implement Kigali Financing Decision fully and quickly</li><li>18. Adopt complementary measures to reinforce Kigali Financing Decision</li></ol>
<b>F. Implement</b> the reform	<ol style="list-style-type: none"><li>19. Establish supervision of reform implementation at Head of State level</li><li>20. Establish Reform Implementation Unit in Office of AUC Chairperson</li><li>21. Establish mechanism to ensure legally binding AU decisions are respected</li></ol>

## 2. Update since 28<sup>th</sup> Summit (January 2017)

- Progress to date in implementing the Reform Decision adopted in January 2017 is encouraging.
- Chairperson Moussa is to be commended for his careful attention to the reform, and Presidents Conde and Deby have provided exceptional leadership and support.
- At every occasion, Chairman Moussa has affirmed his strong commitment to the rapid implementation of the Reform Decision, and the Heads of State have pledged all necessary support he and his team might require to that end.
- The supervisory mechanism at Head of State level is active and effective, and most importantly the Reform Implementation Unit in Chairperson Moussa's office has just been established, which will now become the focal point of this effort.
- Several fruitful consultations have been held since January as the pace of implementation has accelerated, notably in Conakry, Addis Ababa, and Kigali.
- In addition, governments and other stakeholders have continued to contribute ideas in writing and orally that enrich the effort, and will be taken into account.
- The Conakry consultation hosted by President Conde on 24 April 2017 emphasised the irreversibility and inseparability of both the Financing and Reform Decisions. Preparing the upcoming Africa-EU Summit in line with the reform was given high priority.
- So was managing the business of this AU Summit efficiently, and it is gratifying to note that strategic agenda items are indeed limited in number, as intended.

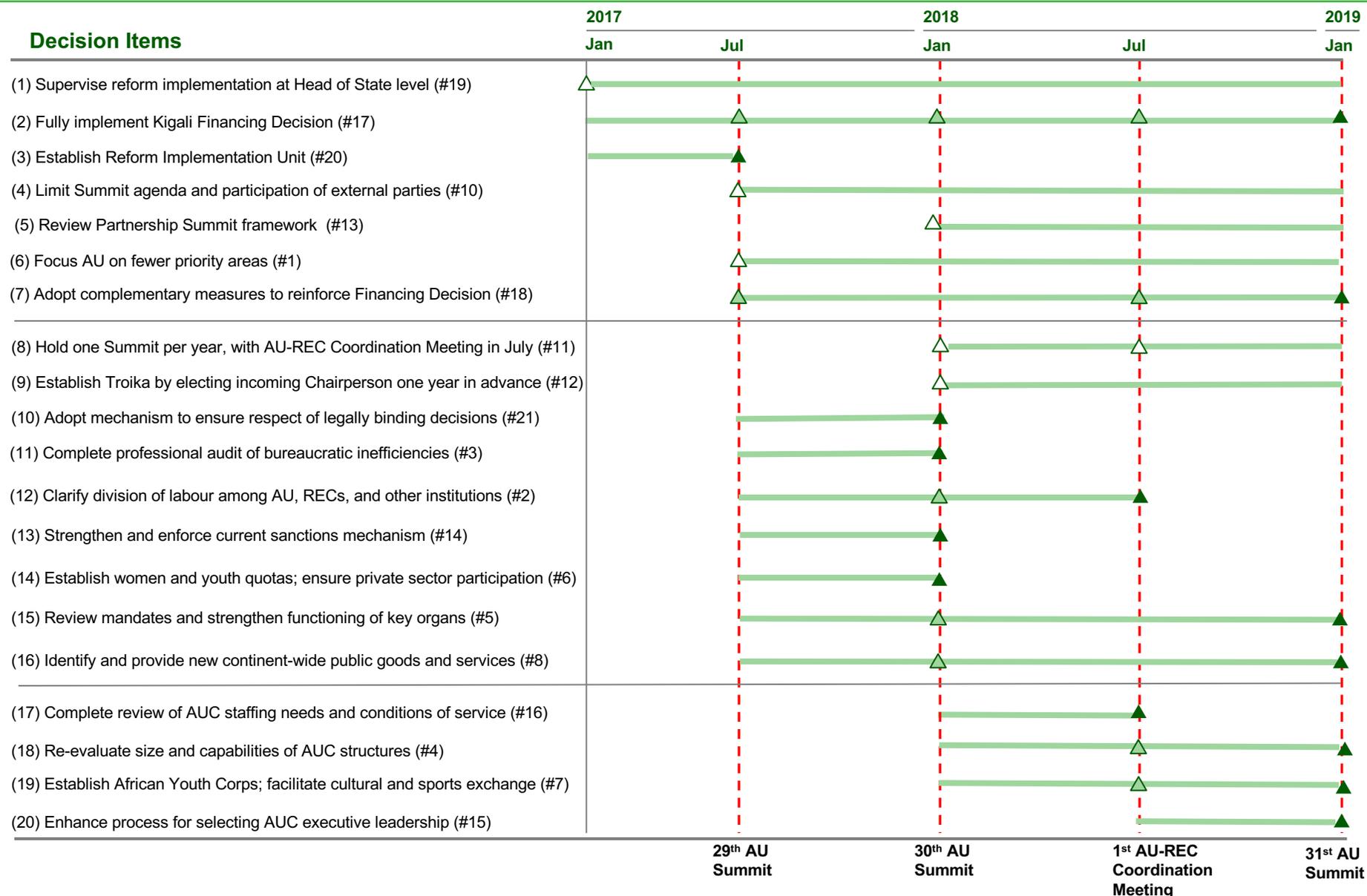
- The Executive Council and PRC gathered in Kigali on 7 May 2017, followed by an extensive briefing in Addis Ababa with members of the Reform Advisory Team.
- In that context, a number of considerations and suggestions have been brought to the table eloquently which clearly merit further discussion and reflection.
  - Revisiting the level of participation in Summits, with the proposal that Ministers of Foreign Affairs be permitted to represent their Heads of State in some circumstances
  - The importance of popularising the reforms at the country level
  - Working out details of the budget process without an annual July summit, and clarifying the relationship between the F10 and the Executive Council
  - Need to address concerns by a few member states that the 0.2% levy on eligible imports contravenes WTO obligations for some countries
  - Need to actively assist countries in working towards adoption of the 0.2% levy
  - The venue of the annual January Ordinary AU Summit and the June/July AU-REC Coordination Meeting.
  - The need for more detailed consultations on new shape and role of NEPAD, APRM, and other key organs and institutions

- Our reform has the ability to accommodate relevant innovations along the way that are consistent with the substance and spirit of our decision.
- The Financing Decision remains at the heart of the reform. The road to financial independence is long and difficult, and our political commitment to fully implementing the Financing Decision must be continually re-affirmed.
- At least three countries have already implemented the 0.2% levy on eligible imports, and others are on the way. The Committee of Ten Finance Ministers has been established, and it has met four times.
- The governance arrangements of the Peace Fund were adopted by the Peace and Security Council on 30 May. 14 Member States have made contributions to the Peace Fund, representing 12% of the \$65 million target for the first year.
- The decision of the AUC Chairperson to expand the mandate of the High Representative for the Peace Fund is commendable. It is important that each AU Member State present its binding plan for the end of 2017.
- In the following pages of this report, an implementation matrix is offered as an input to keep our work on track and focused. Few, if any, of the Reform Decision items entail amendment of the Constitutive Act; they can be given effect by decision of the Assembly.
- We have an enormous amount of work ahead of us. Indeed, the most consequential and arduous segment of the reform journey lies immediately before us, in the six months from now to the 30<sup>th</sup> Summit in January 2018.

- In that time, major work needs to be undertaken by the AUC Chairman's Reform Implementation Unit, in consultation with the supervising Heads of State, to consult with stakeholders and present detailed roadmaps to the Assembly for debate and adoption.
- As laid out in the implementation matrix, the bulk of these should be ready for the 30<sup>th</sup> Summit in January 2018, with the remainder due at the 31<sup>st</sup> Summit in January 2019.
- The target for completion of the reforms is the January 2019 Summit. This is ambitious, but also doable, if we work together with the same determination and openness that has already brought us this far.

# 3. Implementation Matrix

△ Commence & Continue  
 ▲ Interim Output  
 ▲ Final Output



## 4. Schedule of Implementation Deliverables

### 29<sup>th</sup> AU Summit (July 2017)

- ✓ Head of State Supervision in place and Reform Implementation Unit established and funded
- ✓ New Summit working methods henceforth operative, including focus on fewer key priorities
- ✓ Approval of Peace Fund Instrument and Appointment of the Board of Trustees

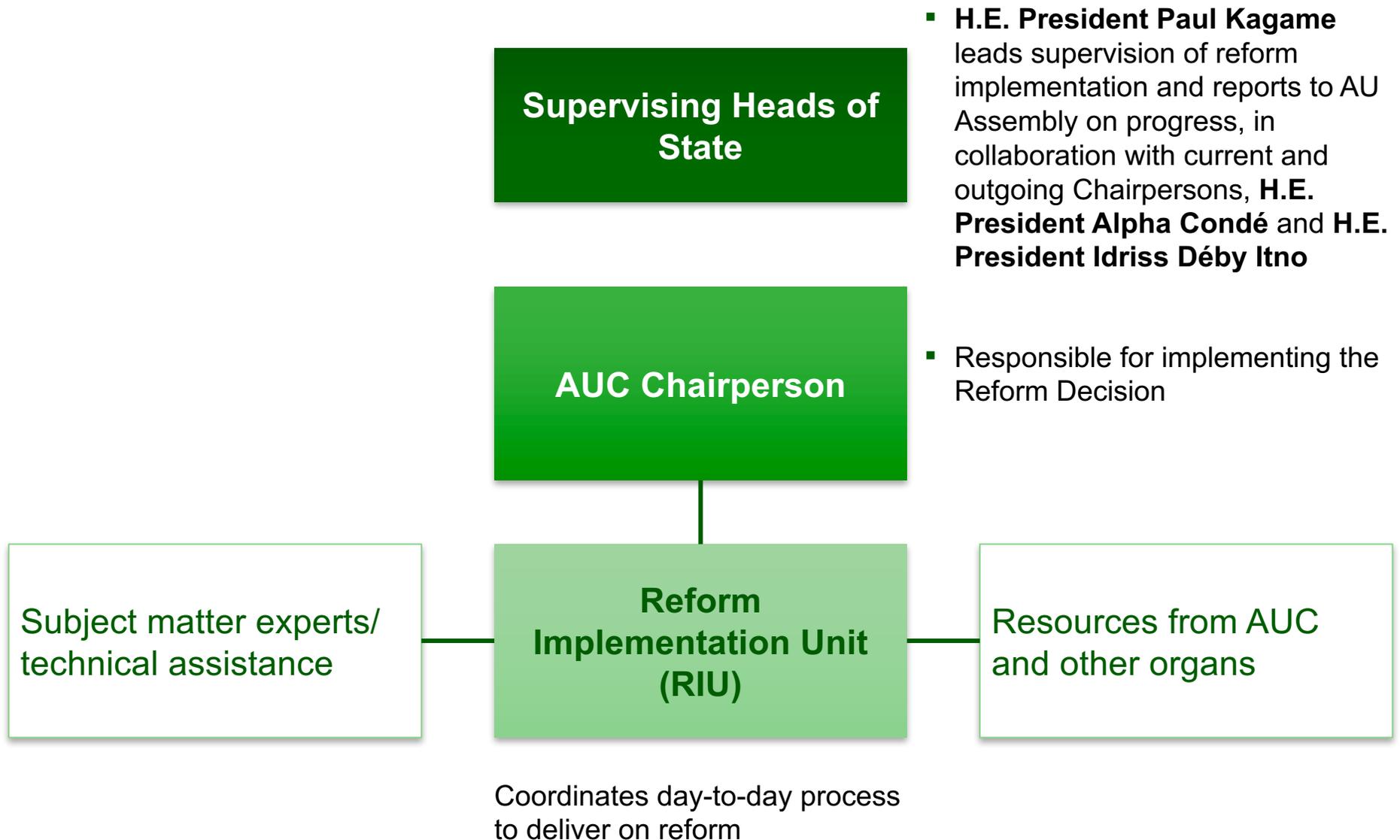
### 30<sup>th</sup> AU Summit (January 2018)

- ✓ Henceforth the Ordinary Summit will be in January, with an AU-REC Coordination Meeting
- ✓ Troika of AU Chairpersons established through election of both new Chairperson and 2019 incoming Chairperson
- ✓ Framework for Partnership Summits reviewed
- ✓ Proposal for legally binding mechanism for implementation ready for debate and adoption
- ✓ Proposal for strengthened sanctions mechanism ready for debate and adoption
- ✓ Proposals for women and youth quotas and private sector participation ready for debate and adoption
- ✓ Audit of bureaucratic bottlenecks and inefficiencies complete
- ✓ Initial proposals for review of key organs, for AUC/REC/RM division of labour, and for continent-wide public goods and services, ready for discussion

### 31<sup>st</sup> AU Summit (January 2019)

- ✓ Financing Decision fully implemented, and complementary measures adopted
- ✓ Proposals for reviewed mandates and functioning of key AU organs ready for debate and adoption
- ✓ Proposals for new continent-wide public good and services ready for debate and adoption
- ✓ Africa Youth Corps established
- ✓ Proposal for selection of AUC senior executive leadership ready for debate and adoption as amendment to Assembly Rules of Procedure, to take effect in 2021
- ✓ Review of AUC staffing needs and conditions of services complete
- ✓ Proposal for re-evaluating size and capabilities of AUC structures ready for debate and adoption

## 5. Reform Supervision and Implementation Arrangements



## 6. Structure of the Reform Implementation Unit (RIU) in the Office of the Chairperson of the Commission

### Principles

- Established within the Office of the Chairperson of the Commission
- Comprised of outstanding talent recruited from within and outside the AU
- Accountable to AUC Chairperson who is accountable to Supervising Heads of State
- Operates with efficient working methods
- Dissolved once reform complete

### Structure of RIU

