

AFRICAN UNION

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UNION AFRICAINE

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AFRICAN UNION ADMINISTRATIVE REFORM ROADMAP
2018-2021

This Administrative Reform Roadmap will deliver the following outcomes:

- a) A credible and transparent recruitment systems and processes are in place enabling timely recruitment of qualified staff;
- b) A predictable and transparent set of Staff Rules and Regulations to guide the effective management of human resources in line with best practice is in place;
- c) A performance management system based on a clear accountability framework is in place that embeds results and delivery as a core part of the AU staff culture;
- d) An effective and efficient departmental structure is in place to deliver the Commission's mandate and provide high quality service;
- e) High performing staff with the right skills and competencies are in place to deliver on the AU Commission's mandate and departmental functions;
- f) A high quality learning and development system is in place and ensures that AU staff skills are regularly improved and upgraded in line with institutional and career development requirements;
- g) Efficient, effective and service-oriented administration of AU related travel undertaken within a transparent and accountable framework based on value for money;
- h) AU data and information is secured; and
- i) Efficient and effective procurement of goods and service for the African Union, in line with the principles of value for money and broad regional participation across the five AU regions.

Objectives	Tasks	Timeline	Expected Outcome
Strengthen AU recruitment systems and processes	Deployment of Experts	2/4/19	Credible and transparent recruitment systems and processes in place enabling timely recruitment of qualified staff.
	Strengthen the Capacity of the Recruitment Unit	3/1/19	
	Strengthen the capacity the recruitment team : Integrate the new recruited staff within the Unit : <ul style="list-style-type: none"> . 4 HR and Recruitment Officer P2 . Train the existing 1 IT e-Recruitment Processing . Train the existing 1 Communication and Recruitment assistant ii.Integrate new staff within the Unit . Recruitment of 1 e-Recruitment and SAP officer . Recruitment of 1 APROB processing . Recruitment of 1 Data Analyst . Recruitment of 1 Translator . Recruitment of 1 translator assistant . Recruitment of 1 Job Analyst (French & English) . Recruitment of 1 Compliance and recruitment document control 		
	Strengthen the e-recruitment system	8/1/19	
	<i>Full implementation of e-recruitment system – in particular the selection process. Human intervention should be reduced by introducing a system that automatically selects the right candidates based set criteria.</i>		
	In-depth Review of the Recruitment process	8/8/19	
	1st Quarterly Recruitment Audit of the New System	3/27/19	
Progress Report to the PRC	4/15/19		

Objectives	Tasks	Timeline	Expected Outcome
Staff Rules and Regulations strengthened	Constitute an Internal Task Force to review SRR	1/10/18	A predictable and transparent set of Staff Rules and Regulations is in place to guide the effective management of human resources in line with best practice
	Review of the SRR	2/4/19	
	Review SRR key Articles With Relevant Sub-committee	3/25/19	
	Presentation of the revised SRR to PRC	4/15/19	
Objectives	Tasks	Timeline	Expected Outcome
Performance Management System strengthened and implemented	Leadership Support	9/3/18	A clear accountability framework that embeds results and delivery as a core part of the AU staff culture.
	Commission Review and Approval Integrated Performance Management System	9/3/18	
	Staff Performance Management Policy Approved by Chairperson of the Commission	10/8/18	
	Strengthen PM System	9/3/18	
	Performance Management alignment and coordination meetings (Monthly)	9/3/18	
	Budget Framework Retreat	10/1/18	
	Balance Scorecard Implementation for Strategic Alignment (pilot and full implementation)	1/1/19	
	Operational Master Plans for All Departments instituted	1/1/19	
	Performance Dashboard - Quarterly/Monthly	12/3/18	
	Performance Management Town Hall Meetings	12/3/18	
	Capacity Building	9/3/18	
	Mandatory Training for New Staff Performance Management	12/3/18	
	Balanced Scorecard training - Staff in Key Functions	9/3/18	
	Roll Out of PM online training Programs	6/3/19	
	Business Coaching for Managers	1/1/19	

Objectives	Tasks	Timeline	Expected Outcome
Departmental Reorganization proposals finalized	Establishment of an Independent Advisory Panel	12/3/19	An effective and efficient departmental structure is in place to deliver the Commission's mandate and provide high quality services
	Recruitment of Experts completed	1/15/19	
	Review Existing Work	1/3/19	
	Mandate Reviews	1/3/19	
	Functional Review	1/3/19	
	Development of Structural Proposals	4/3/19	
	Consultations with Relevant Subcommittees	5/1/19	
	Progress Report to PRC	5/27/19	
	Presentation to Executive Council	6/3/19	
Objectives	Tasks	Timeline	Expected Outcome
Fundamental Staffing Review implemented	On-Boarding of Experts	7/31/19	High performing staff with the right skills and competencies are in place to deliver on the AU Commission's mandate and departmental functions
	Skills Audit	8/5/19	
	Job Evaluation	8/3/18	
	Staff Classification	10/18/19	
Objectives	Tasks	Timeline	Expected Outcome
IT (Cyber Security) capacities strengthened	Capacity Building in Cyber Security	12/1/17	AU data and information is secured.
	Organise Workshops to sensitize staff on Cyber Security	12/3/18	
	Deploy IT online Exam for All Staff	6/17/19	
	Establish Mandatory IT Exams for all staff	12/1/17	
	<p>Improve the IT security Process</p> <p><i>The AU has a unsecured Network - vulnerable and can be easily compromised by unauthorized access; The AU website still contains a lot of vulnerabilities such as:</i></p> <p><i>i.Reduction of the Commission's visibility (website hacked);</i></p> <p><i>ii. The Access control is not strong so access to sensitive areas, including personal information, are not protected; iii.AUC network, conversations, conference areas can be intercepted by an intruder.</i></p>	2/1/18	

	Conduct Assessment of the Union's IT Security Status	2/1/18	
	Review of the Procurement Manual to include IT equipment's Purchase Specifies	12/3/18	
	Launch of Periodical Assessment of the IT via MoU	1/2/19	
	Update of IT Policy	6/1/18	
	Assessment of MIS Staff in terms of Cyber Security	1/31/19	
	Review of AU Policies on Donations of IT equipment <i>To ensure protection of Data and Information of the Union the Commission must ensure equipment are in line with the approved IT Policy, standardized and inspected. In that regard, the Union should purchase its own equipment and no longer rely on Donations.</i>	6/3/19	
	Implement Technology Solutions	1/1/18	
	Purchase and Installation New Generation Firewall Cisco 2110 <i>The Firewall is used to detect and stop intrusion. MIS detects and stops thousands of cyber attacks daily. The installed firewalls were outdated and unable to protect the Union from intrusion. The Lifetime of the firewall is estimated around 8 to 10 years after which it needs to be changed.</i>	1/1/18	
	Deploy Honeypot server <i>This detects unethical hackers scanning attempt to prevent cyber attacks.</i>	6/1/18	
	Harmonize the Union's IT Infrastructure <i>Current status:</i> - 80% of IT infrastructure procured by AU is Cisco Technology - 12% is ZTE, donated by Chinese in the NCC - 6% using HP in the Julius Nyerere Building donated by German Government - 2% using Huawei purchased for the Mandela Hall and Medium Conference Center cabling <i>These Technologies are not fully compatible and negatively affect the network performance. The Union needs to Harmonize its Network Technology and systems to ensure improved quality of data transmission (network availability).</i>	1/1/19	

	<p>Deploy a Network Security Access Control <i>This Technology ensures that unauthorized equipment does not access the Network</i></p>	1/1/19	
	<p>Installation of High Available Network Device <i>The AU is running on Single Point of Failure Equipment (sensitive devices running without back-up), which puts the Union's IT infrastructure, Network and Systems at very high risk of business continuity in case of failure.</i></p>	6/1/18	
	<p>Deployment of Digital Network Architecture <i>This is a Network Monitoring Tool that gives full visibility on all the network activities including suspect traffic of Data and Information</i></p>	6/3/19	
Objectives	Tasks	Timeline	Expected Outcome
Increased use of technology in Supply Chain operations	<p>E- procurement developed and implemented A long term project to be deployed and implemented over a 3 year period.</p>	12/12/21	<p>A transparent supply chain system, cost savings, better reporting and increased efficiency and service delivery.</p>
	<ul style="list-style-type: none"> • Online contract management system • Tracking tools for ongoing supply chain activities • Online booking tools • Online payment systems • Knowledge management system to be built in collaboration with MIS • Integrate procurement planning with departmental Budget and work plans in SAP • Full automation of travel requests • Ticket system and refund tracking system 	3/3/19	
Enhanced corporate governance through Improved policies	<ul style="list-style-type: none"> • Review and approval of AU Procurement Manual • Review and approval of the AU Travel Policy • Development of relevant Guidelines and SOPS • Develop a Materials Management Manual 	6/6/19	<p>More relevant Rules in place which match the existing institutional and global changes</p>

Equitable distribution of procurement opportunities	<ul style="list-style-type: none"> Put in place a multi-lingual Supply Chain Team Build a Procurement APP in collaboration with DIC team to widen publication of opportunities. Launch Supplier/vendor Registration of exercise from all over the continent (Supplier and Consultants data base developed) 	3/3/19	Fair distribution of financial resources across the continent.
Effective and Efficient service delivery	<ul style="list-style-type: none"> Division Retreat to review our administrative processes and suggest areas of improvement towards a lean procurement process and prepare 2018 OMP. 	01/01/19	Increased efficiency in operations, enhanced customer satisfaction and fully improved internal processes.
	<ul style="list-style-type: none"> Increase staffing for Supply chain operations to ensure that for each key Project and Program, each organ has a fully dedicated Supply chain Officer. 	12/12/20	
	<ul style="list-style-type: none"> Implement the petty cash system for very low value transactions Increased framework contracts/corporate agreements with Service providers. 	01/06/19	
Objectives	Tasks	Timeline	Expected Outcome
Increased use of technology in Building Automation System	Building Management Systems based on Archi Facilities Management Building Information Modeling implemented for: <ul style="list-style-type: none"> Assets Tracking and Management. Facilities Management including space allocation and management and facilities designing. Facilities Operations for both planned (preventive) and unplanned (corrective) maintenance. Management of Service Providers. Capital Project Management and Supervision, Specifications and Bill of Quantities. 	31/12/20	Increased efficiency in operations, enhanced customer satisfaction and better reporting and service delivery.
Increased use of technology	Vehicle Tracking and Operation System Implemented for <ul style="list-style-type: none"> Fuel Management, consumption and efficiency. 	30/06/19	Increased efficiency in operations, and better

<p>in Fleet Management System</p>	<ul style="list-style-type: none"> • GPS tracking for locations, speed, refueling and all official vehicle operations. • Vehicles preventive and corrective maintenance • Vehicles dispatching and management 		<p>reporting and service delivery</p>
<p>Improved Facilities and Renovations</p>	<p>Building A - Fully renovated through Kuwait Funding</p>	<p>31/12/19</p>	<p>Increased building Operational Efficiency</p>
	<p>Building C – Phase 1 and Phase 2 funded by Member States fully renovated</p>	<p>31/12/20</p>	
	<p>Construction of the Facilities of the African Centre for Disease Control funded by the Chinese Government completed</p>	<p>30/06/21</p>	
	<p>Completion of the Amphitheatre Canopy, AU Radio – TV Studio</p>	<p>31/12/19</p>	
	<p>Renovation of Brussels, Geneva and New York AU Buildings, Africa House</p>	<p>31/12/19</p>	