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**Member States Experts' Meeting on the Operationalization
of African Humanitarian Agency**

**Johannesburg, South Africa
15 – 17 April 2019**

REPORT

I. BACKGROUND

1. During its Summit held on 30 January 2016, the African Union adopted a Common Africa Position on Humanitarian Effectiveness (CAP), encapsulating Africa's new humanitarian architecture through Decision **Assembly/AU/Dec.604 (XXVI)**

2. In this Decision, the Assembly also adopted two main tools to strengthen the implementation of the new architecture, namely, African Humanitarian Policy Framework and an African Humanitarian Agency anchored on regional and national mechanisms and funded with Africa's own resources; and further requested the Commission to embark on the process for the establishment of such an architecture anchored on principles of pan-Africanism and African shared values.

3. Accordingly, in December 2017, the AU Commission initiated a process for a study to determine the financial, structural and legal implications of such an Agency. This study was subsequently commissioned in October 2018 and it is in its final stages.

4. To complete this process before the report is submitted to the relevant AU Decision-making Organs, AU Commission has organised consultations with Independent Experts from 11 – 12 April and with Member State Experts on 15 – 17 April 2019 in Johannesburg, South Africa to deliberate on the findings of the consultant. A meeting with all the RECs will also be organized in the near future.

II. ATTENDANCE

5. The meeting was attended by African Union Member States Experts from Algeria, Angola, Benin, Burkina Faso, Burundi, Cameroun, Congo, Cote d'Ivoire, Egypt, Eswatini, Ethiopia, Gabon, The Gambia, Liberia, Libya, Mauritania, Morocco, Namibia, Saharawi Republic, Seychelles, Sierra Leone, Togo, Tunisia, Uganda and Zimbabwe. In attendance also were representatives of two Regional Economic Communities (COMESA and ECCAS) and AU Commission technical staff from different departments.

III. OBJECTIVES

6. The Member States Expert's meeting was a consultative and a validation exercise aimed at implementing Assembly decision **/AU/Dec.604 (XXVI)** and providing inputs to the preliminary findings of a study on modalities for the operationalization of the **African Humanitarian Agency**.

7. The Experts' meeting sought to reflect on the role, structure and mandate of the African Humanitarian Agency in strengthening AU's coordination and leadership role in dealing with forced displacement and humanitarian crises in the continent.

8. The meeting also sought to garner views from Experts on the proposed institutional architecture (design), financing, legal enablers and functions of the proposed Agency.

IV. OPENNING REMARKS

9. Opening remarks were made by Dr. Khabele Matlosa, the Director of Political Affairs of the African Union Commission, on behalf of H.E Mrs. Minata Samate Cessouma, Commissioner for Political Affairs. He welcomed all delegates to Johannesburg and expressed appreciation to the Government of the Republic of South Africa for hosting the Meeting. He referred to the step taken by the Africa Leaders in pursuing the operationalization of an African Humanitarian Agency that was adopted by the Assembly as a vehicle to achieve humanitarian effectiveness across the continent

10. Dr. Matlosa highlighted the theme of the year 2019 as the; “*Year of Refugees, Returnees and Internally Displaced Persons: Towards Durable Solutions to Forced Displacement in Africa*”. Additionally, the year 2019 will also marks the 50th Anniversary of the adoption of the 1969 OAU Convention Governing the Specific Aspects of Refugee Problems in Africa (OAU Convention) and the 10th Anniversary of the adoption of the 2009 AU Convention for the Protection and Assistance of Internally Displaced Persons in Africa (Kampala Convention). He indicated that the establishment of the African Humanitarian Agency in addition to the theme of the year are clear indication of the commitment of our leaders to deal with forced displacements deriving from conflicts and natural disasters.

11. In his opening address, H.E. Lamine Baali, Saharawi Republic Ambassador, Rapporteur of the PRC Sub-Committee on Refugees, Returnees and IDPs on behalf of the Chair of the Sub-Committee thanked the government of the Republic of South Africa for hosting the meeting. He cited cyclone IDAI as an example of some of the challenges facing the African continent, and underscored the reason to invest in disaster risk reduction with the Africa risk capacity. To this end, he indicated that the establishment of an African Humanitarian Agency will provide a vehicle for Africa’s humanitarian rapid action.

V. PRESENTATION OF THE FINDINGS OF THE STUDY

12. Dr. Babafemi Adesina Badejo, an Independent Consultant, and CEO of Yintab strategy Consults (YSC), was hired by AU Commission to undertake a study on operationalization of the African Humanitarian Agency.

13. The study is annexed to this report. The Consultant outlined the background, objectives and the rationale for the study. He also cited the mandate and legal basis for the Agency by outlining the various AU legal and policy instruments that provide the basis for the establishment of the Agency particularly the Constitutive Act, Agenda 2063 and the Humanitarian Policy Frame Work and the Common African Position on Humanitarian Effectiveness of 2016.

14. Underlining the African humanitarian landscape, the Consultant, emphasized the growing complexity of disasters and humanitarian crises on the continent. He pointed out the root causes of forced displacement and particularly the growing impact of climate change.

15. He also outlined the methodology used in carrying out the study. He noted that he consulted widely with different AU Departments, AU Organs and Institutions including CDC and Office of the Legal Counsel. He also visited ECOWAS, ECCAS

and IGAD. He further noted that in learning from other Agencies, the consultant visited WFP Headquarters in Rome, UNHCR in Geneva and the Secretariat of the Association of Southeast Asian Nations (ASEAN) in Jakarta. He noted there were limitations to the study although these are not expressed in the draft report.

16. On preliminary findings, the Consultant presented proposals on the structure, scope and functions, financing, legal imperatives and options for operationalizing the Agency. On the rationale to operationalize the Agency, the Consultant underlined the gaps in Africa's humanitarian action as outlined in the African Humanitarian Policy Framework and the Common African Position on Humanitarian Effectiveness.

17. Regarding the operationalization of the Agency, the study findings recommended two options as the most feasible alternatives and for the structure to be implemented in three phases.

18. Option one is to put in place the Agency as an entity with staff representation in all Member States and coordinated from the headquarters of the Agency. This option would require in the minimum at the commencement about 44 staff members at the Agencies headquarters and 165 on the ground. He noted that this would be a very expensive starting point.

19. The second option which is preferred would entail a start up with 44 (Forty Four) staff members at its Headquarters and 16 staff members distributed to 5 (five) Regions and 1 (one) Humanitarian Officer added to the AU office in Geneva and New York to undertake outreach to international humanitarian actors. That the study proposes a review of this option after 5 years to see if the situation warrants a leaner or an expanded Agency.

20. The Agency is planned to have 60 staff members when fully operational, under the supervision of a Board that is chaired by the Commissioner for Political Affairs and later in 2021, the Commissioner of Health, Humanitarian Affairs and Social Development and will include the Commissioners for Peace and Security and Rural Economy and Agriculture.

21. On the functions of the Agency, the study proposes 8 functions: primarily collaboration, advocacy (leveraging on humanitarian law), coordination (analysing and managing information), partnerships, capacity building and resource mobilization.

22. The consultant pointed out that the Agency will operate in two different modes schematically compared in the report, depending on existing situations of complex emergencies. Under normal situations the Consultant recommends a focus on issues of research and capacity building efforts to strengthen the capacities of member states and RECs. However, in emergency situations the Agency will provide rapid humanitarian response including needs assessment and assistance.

23. On the structure, the study notes that the present Humanitarian Affairs, Refugees and Displaced Persons Division of the Department of Political Affairs of the AUC will continue to play its advisory role on policy, political, diplomatic and strategic issues at the global, continental, regional and national levels. The Division

will also provide an interface with the Agency and the AU Organs and decision making mechanisms and structures of the AU.

24. That the Agency would benefit from an advisory relationship with the Coordinating Committee on Forced Displacements and Humanitarian Action (CCAR) and report annually to the major organs of the AU through the Commissioner for Political Affairs/Health, Humanitarian and Social Affairs

25. At regional level, the structure will set up offices in the five regions of the continent, with AU Liaison Offices at the RECs hosting the staff, as well as the AU Office in Geneva to maintain and deepen relations with the International Humanitarian Community.

26. The study proposes the following portfolios: Head of the Agency; Disaster Risk Management and Mitigation Unit (this combines preparedness, Emergency response with disaster risk reduction to effectively bridge the humanitarian-development nexus); Forced Displacement Unit; Regional Monitoring and Relations Unit (this coordinates staff in the field and houses the Situation Room) and a support unit to handle all administrative and financial issues.

27. He outlined international humanitarian principles as well as those of AU as underpinning the Agency functions and mandate.

28. In concluding the consultant pointed out the legal imperative involving a legal instrument and later the host country agreement. He also outlined financial implications for the Agency estimated at 3.5 million dollars in the first year with, the early warning center that will require an additional 4 million dollars when established in the 2nd phase.

VI. DISCUSSIONS AND RECOMMENDATIONS

A. NAME AND LOGO OF THE AGENCY:

29. On the name of the Agency (African Humanitarian Agency), the meeting emphasized that the name should be the one adopted by Assembly of the Heads of State and Government and cannot be changed except by the same body guided by the Office of the Legal Counsel.

30. The meeting expressed the need for the Agency to have a recognizable logo. They requested that such a logo be proposed for Member States' appreciation and adoption.

B. BACKGROUND AND CONTEXT

Historical OAU and AU Engagement with Forced Displacement

31. The meeting indicated that the study should also highlight contributions and experiences from Member States in dealing with humanitarian challenges in Africa. This should also include the contributions of the RECs and also highlight the gaps and challenges that they face in dealing with humanitarian challenges in Africa.

32. The Background should include, relevant Conventions and policies at international and regional levels, which govern humanitarian situation on the continent, including key AU instruments like the Common African Position, the Humanitarian Policy Framework, the Refugees and IDP Conventions among others.

Purpose of the Study

33. The meeting recommended that the study should be contextualised within the broad framework of the ongoing AU institutional reform process and stressed on the paradigm shift from reactive mode to strengthening resilience, local capacities and Disaster risk reduction.

34. Regarding the purpose or outcome of the study, the Experts inquired on its outcome and structure of the report, and whether it will be legally binding outcome or treaty.

35. It was clarified that the study once finalized will be presented to the relevant decision-making organs of the African Union that are concerned about operationalization of the Agency.

36. Some delegations requested for a clear roadmap highlighting the steps towards operationalization of the Agency. This would then be tabled for consideration and adoption to the Assembly as way of making the earlier decision operative.

C. THE AFRICAN HUMANITARIAN AGENCY

Vision and Mission of the Agency

The vision and mission of the Agency was fully formulated. This needs to further be refined.

Vision:

37. The meeting emphasised that the Agency needs to deliver Africa's humanitarian action, to all people affected by humanitarian crises on the continent.

Mission:

38. The mission of the Agency should be to provide AU leadership and that of AU member states in humanitarian actions with respect for complementarity and subsidiarity.

Scope and Mandate of the Agency:

39. On the scope and mandate of the Agency, the meeting reiterated the importance of setting up an independent Agency based on international humanitarian principles of humanity, neutrality, impartiality and independence, in addition to those articulated in the African Common Position and African Humanitarian Policy Framework. Politics and bureaucracy should be distanced from the Agency if it is to respond in a timely, effective and efficient way. In carrying

out its mandate, it was emphasised that the Agency should be neutral and apolitical in nature and in its operations.

Functions of the Agency:

40. The meeting underscored the need for the Agency to put in place mechanisms to ensure rapid and rapid response on the ground. The Agency should be focused on providing operational humanitarian assistance as a means of strengthening response on the ground to assure AU visibility and leadership. Consent and close coordination with member states in this process was emphasised as crucial given that primary responsibility for initiating and responding to humanitarian crises remains with Member States. It was further emphasised that there is a need for the Agency to provide strategies for addressing humanitarian crises and provide technical support to member states on the continent.

41. That the structure of the Agency should be one with a pragmatic mandate. The Agency should also have coordinating function with different regions. In so doing, the Agency also needs to operate within the broader realm of partners with a mandate within international humanitarian law.

42. It was emphasised that there is a need to leverage on regional mechanisms taking into account relevant decisions of the AU Assembly. It was stressed that the Agency should be anchored on AU member states and all eight RECs as conduits for coordinating action.

43. The meeting highlighted that this Agency is not only an African disaster agency but a humanitarian agency that will address the humanitarian problem in Africa in a holistic way. There are four broad areas where the Agency will provide support for Member States, namely the predictive, preventive, response and adaptive capabilities. The Agency will provide humanitarian protection and assistance to victims of conflicts and natural disasters without discrimination wherever it is needed on the continent with unimpeded access to humanitarian situations at the national, regional and continental levels.

44. Moreover, the meeting took notice of the AU Humanitarian policy Framework and the AU Disaster Guidelines as a source of guidance given its clear categorization of phases or levels of disasters. Notably, it was emphasised that the proposed AU disaster model law will provide further guidance on the interoperability of the Agency. The meeting also took note of the AU guiding principle of non-indifference as provided for in the Constitutive Act. The meeting reinforced the need to reinforce resilience bridges between relief and development programmes and establish a platform of exchange on experiences and practices between member states building on the existing African Disaster Managers' Platform (ADMAP). The need for the Agency to set up a monitoring and evaluation mechanism on humanitarian action was further emphasised.

Operational Model:

45. The meeting also exchanged views on the appropriate operational model and the processes for triggering action in affected region or member state. The meeting called for clarity on the issues, and emphasized the need to respect state sovereignty, while balancing it with external humanitarian intervention and the

importance of ensuring that such interventions are guided by international laws and practice. They further recollected the UN Resolution 46/182 which underscores the importance of coordination and state sovereignty. The principle that assistance should be provided at the request of a member state was underlined in order to avoid politicization of assistance.

Compliance:

46. The meeting also laid emphasis on compliance, monitoring and reporting mechanisms. It was noted that for Africa's humanitarian response to be effective, the operations of the Agency should not only be based on the mutual agreements and good-will of states, but rather on practical accountability and liability measures to enforce compliance.

Principles and Standards

47. The meeting emphasized the principles of pan-Africanism and African shared values. Africa is graced with a lot of cultures and values that respect and protect humanity, hence the need to highlight them and integrate them into the core values and principles of the African Humanitarian Agency. These are values related to the protection of the sanctity of life, African hospitality and brotherhood, burden sharing, and community participation, as well as management of vulnerabilities and under privileged etc.

48. This shared value should also guide the level of financial and material support need to the Agency to enable it function effectively and optimally.

49. The meeting further highlighted the need for the Agency to ensure gender mainstreaming, both in its operational structure and in its programmes and activities in order to meet gender specific needs of the affected populations, while building the capacity and resilience of both men and women victims of conflicts and natural disasters.

D. FINANCING:

50. The meeting called for predictable and sustainable financing of the Agency by African resources. The issue of Member States commitments in international frameworks like Sendai Framework, where states committed to provide 1.5% of their Gross Domestic Product (GDP) to disaster risk reduction was cited as an example.

52. The need to ensure that the financing model of the Agency reflects its independence was emphasised. The meeting also recalled the Executive Council Decisions to increase Member States assessed contribution to the AU humanitarian fund from 2% to 4%.

53. Although some delegations expressed the view that a host country should fund the Agency fully, other delegations expressed the view that funding of the Agency should be based on AU Rules of Practice and should not be left as the responsibility of the host country alone. In addition, the meeting called for the AU prescribed bidding process to host the Agency to be inclusive and transparent.

54. It was emphasised that there is also the need for the Agency to tap into private sector resources, global funding mechanisms and other relevant regional and international sources. However, in sourcing support from these sources, it was stressed that there is a need for due diligence to ensure that the funding is not opposing the legitimacy of the Union and the independence of the Agency. The meeting stressed the need for the Agency to operate within AU Regulations.

55. The Agency will have its Standard operating procedures (SOPs) to ensure its efficient operations. It was emphasised that the SOPs will be formulated and approved in a consultative process with Member States and will be in conformity with AU rules.

E. COORDINATION:

56. The meeting expressed concern over the current humanitarian architecture that allows humanitarian agencies and NGOs to operate in parallel and/or duplication, and instead called for ways of strengthening synergies and cooperation. To this end, the meeting called for linkages between the African Humanitarian Agency and other existing institutions like RECs, Africa CDC, ARC, NEPAD etc. taking into account the principles of subsidiarity and complementarity.

57. The meeting noted that relationship of the Agency and other national or regional Agency is not well laid out. To this end, the meeting proposed establishing a link between the Humanitarian Agency and national focal persons in Member States to support in information sharing and dissemination.

F. GOVERNANCE AND STRUCTURE OF THE AGENCY

The Board:

58. The meeting highlighted the need for clarity on the composition of the Board and the criteria as well as the process for selection of the members.

Organizational Structure:

59. Discussions on the organization structure for the Agency attracted diverse discussion and not clear consensus emerged on the options proposed in the study.

60. Some delegations expressed preference for option one, noting that representation in member states would be important for Officials working closely with states and collecting information that the Agency secretariat could use to prevent and/or intervene in a disaster situation.

61. On the other hand, other delegations noted that option one with various representations in Member States was expensive. In this regard two views emerged. While many delegations preferred representations in Five regions and others preferred representations in all 8 (Eight) RECs

62. On representational status outside Africa to step up AU's humanitarian diplomacy, it was emphasised that there will be focal points attached to AU Offices

in Geneva. The member states noted that representations in New York and Brussels would be expensive.

63. The meeting also observed that the proposed structure in the study omits some important category of vulnerable people like stateless persons and migrants and resettled persons, as well as issues of return and reintegration.

64. The meeting also highlighted the need for Office for Legal Affairs to be included in the structure.

65. The meeting emphasised the need for the Agency to have an organisational structure that ensures independence and aids a quick response to humanitarian crisis. The importance of regional mechanisms as anchors of the Agency was noted. The meeting, recommended that the relationship between the AUC, the RECs and the Agency should be defined. However, the strategic guidance of the AUC with respect to policy needs to be emphasised. It was further proposed that the Agency needs to be adequately resourced.

Operations Centre:

66. The meeting felt that the operations center of the Regional Monitoring and Relations Unit/Situation Room will be useful and should draw from capabilities of Member States and Regional Economic Communities. It however needs to have a new approach, focusing on people and their daily needs, not only focusing on disasters.

Staffing:

67. The meeting called for reduction of the less essential staff and focus on essential staff to reduce on costs. Whereas some delegation suggested that the Executive be nominated, it was clarified that Agency staff will be recruited based on AU recruitment process.

G. PARTNERSHIPS

68. The meeting stressed the need for the Agency to lay emphasis on partnerships and international cooperation, in accordance with international humanitarian principles and support from the international community for equitable burden sharing and shared responsibilities. The meeting recommended that in operationalising the Agency to harness the youth demographic dividend.

H. LEGAL STATUS OF THE AGENCY

69. The meeting exchanged various views on the legal status of the Agency and reflected on the need for the speedy operationalization of the Agency as well as the consultative process for negotiating the statutes of the Agency. To this end, some Members States insisted on putting in place the statutes of the Agency before its establishment.

70. Other delegations called for exploration of other ways that the Agency could be operationalized based on current and past practices by AU. This includes the

view that since the Agency was adopted by decision **Assembly/AU/Dec.604 (XXVI)** of the Assembly in January 2016, Addis Ababa, Ethiopia there is no need for another enabling act to give it effect.

71. It was further suggested that the Agency should take the form of Africa Centre for Disease Control, and assume its own legal personality.

72. The meeting further took note of the different legal jurisdictions existing in different countries and regions, which could have ramifications for the operations of the Agency. Further, the Agency could also have certain legal or financial implications for the countries.

73. There is need to include other important guidelines and rules of procedure that will guide the functions and operations of the Agency.

74. The meeting concluded that the AU Commission will provide a legal opinion from the OLC and will be annexed on the report. Based on the oral guidance from OLC, there is no obstacle to operationalize the Agency before enactment of a statute.

75. However, based on past difficulties, the meeting insisted on having the statutes of the Agency before the host country agreement and would in fact be useful in informing to host country agreements.

76. In addressing legal issues, the meeting further stressed the importance of MoUs and agreements between states for effective operations of the Agency giving specific obligations between states.

77. In addition, the AU will put in place a model disaster law based on the international disaster law Guidelines (IDRL), which were adopted in November 2007 at the 30th International Conference of the Red Cross and Red Crescent (gathering the State Parties to the Geneva Conventions and the components of the International Red Cross and Red Crescent Movement). These guidelines will guide member states on developing national disaster laws and procedures for the common regulatory frameworks in international disaster relief operations. Such laws will play central role in facilitating interstate cooperation as well as deployment of staff and delivery of relief items across borders.

I. ROADMAP

78. The meeting reviewed the attached AUC's roadmap for the operationalisation of the Agency and made several amendments. It was proposed that there should be follow-up meetings on modalities for making the Agency work.

CONCLUSION

79. The meeting reviewed the conclusion and emphasised the role of the Agency in furthering innovative humanitarian solutions in light of the vision expressed in the Common African Position and the Humanitarian Policy Framework.

80. The meeting appreciated the work done by the consultant and supported the need to establish an African Humanitarian Agency.

81. Some delegations were of the opinion that the Agency be established within the shortest time possible, while other delegations raised concern over the deadline of July 2019 as being too short for proper review of the document by member states to enable adoption of the same. They proposed that the Commission should take time to bring all member states including RECs on board to endorse the proposal for the establishment of the African Humanitarian Agency that is practical and well-resourced so that it can effectively meet the humanitarian needs in Africa.

RECOMMENDATIONS

82. The meeting made significant recommendations, including:

1. The need to include civil society in view of their role in contributing to humanitarian actions.
2. Summary of the report by the AUC and development of a draft decision for consideration and adoption by African Union Organs.
3. **There is need to include all RECs** in view of the role in contributing to the Humanitarian action that will be led by the African Humanitarian Agency.
4. African Union Commission will through a note Verbal update Member States on the operationalization of the Agency and invite the Member States to express interest to host the Agency and its Regional representation.
5. **Amendment of Recommendation 3 to read:** "Prepare the draft document to detail the ToR and responsibilities of the staff."
6. Decision on whether the Head of the Agency will be elected, recruited or nominated.
7. The need for the usage of the humanitarian ecosystem in recommendation 8 to be put in context.
8. The need for the Board to be presided over by a member state and not the Commissioner.
9. Preparation and finalization of a model law (Legal Statue)
10. The agency as an organ of the AU requires a statutes and rules of procedure to operate. This issue was discussed at length including the statutes and SOPs but these are not a precondition for the launch and operationalization of the Agency. The agency will go through the various AU structures on Subcommittee's.
11. Amend and finalize the roadmap and timeframe for the operationalization of the Agency. And also include clear AU internal processes for the operationalization of the Agency in the roadmap. Include the relevant decision-making organs that will finalize the budget.

83. AOB.

1. The delegation of Morocco raised the issue of the interaction of the Agency and international architecture and proposed **that in the context of the Common African Position on Humanitarian Effectiveness, the Agency**

should not substitute the relationship between Member States and functioning and replacing the Mandate of the UN humanitarian agencies like UNOCHA, UNHCR etc. which have a recognized mandate at international level; nor interfering in the humanitarian policies of member states.

CONSIDERATION OF THE REPORT AND CLOSURE

84. The outcome report of the consultative meeting of Member States Experts on the operationalisation of African Humanitarian Agency was reviewed and adopted with amendments [**See attached copy**]

85. The meeting was closed by Dr Khabele Matlosa, Director for Political Affairs on behalf of H.E Mrs. Minata Samate Cessouma, Commissioner for Political Affairs.

86. The Director outline the following next step.

- Revision and finalization of the report
- Regular reporting to Member States through The PRC Sub-committee of Refugees, Returnees and Internally Displaced Persons, and the Permanent representatives Committee.
- Brief special session to the Peace and Security Council on 18 April 2019
- Report to the Executive Council and the Consultative AU Summit in July 2019.
- Report to the Extraordinary Session of the Head of States and Government due to hold, Malabo, Equatorial Guinea before 2019 and the January 2020 Summit.

As adopted:

17 April 2019, Johannesburg, South Africa.

Work Plan for a Study and the Roadmap for the Operationalization of Agency March'2018 – July' 2019

		ACTIVITY	OUT PUT	RESPONSIBLE	TIMEFRAME	LOCATION
1.	Inception and Commissioning of the Feasibility Study	<ul style="list-style-type: none"> Inception meeting with DPA and launch of the feasibility study Distribution of questionnaires on AfHA to Permanent Representatives in Addis Ababa, Member States, RECs and Partners and relevant stakeholders 	Outline of the AU vision and context	DPA, Consultant	1-10 March 2018	AUC
2.	3. Consultations/ Feasibility	<ul style="list-style-type: none"> Desk review and scoping study on existing humanitarian institutional frameworks and mechanisms on the African Continent, including restructuring report of the AU 	Catalogue of Africa's humanitarian landscape	Consultant	End 14 March'18	AUC
3.		<ul style="list-style-type: none"> Consultations with Political leadership, AU Organs and Departments on the AfHA feasibility study 	Deepen understanding of vision and structuring AU civil service delivery on humanitarian issues	DPA, Consultant	End 30 March'18	AUC
		<ul style="list-style-type: none"> Consultations with AU restructuring Committee on the AfHA architecture 	Update on the overall AU restructuring vision and place of the AfHA	DPA, Consultant	Before end of March'2018	Kigali/TBD
		<ul style="list-style-type: none"> Consultations with Africa CDC and Consultations with AUC Departments 	Contrast on operations of the ACDC and AfHA	DPA, Consultant	April'2018	CDC
		<ul style="list-style-type: none"> Consultations with RECs at their respective HQs for structured interviews and workshops 	Consensus on the institutional architecture, vision, goal and scope of the AfHA	DPA, Consultant	April'2018	REC HQS
4.		<ul style="list-style-type: none"> Consultations with Member States and Agencies 	Consensus on the institutional architecture,	DPA, Consultant	April-May'2018	Meeting of Member

			vision, goal and scope of the AfHA			State Experts, Nairobi
5.	Study Tour/Visits	<ul style="list-style-type: none"> Study tours to ECHO; AHA; CDEMA, UNHCR, WFP, ICRC, IOM, IFRC and OCHA 	Compare and contrast on the institutional mandate, linkages and operations of the regional Agencies	DPA, Consultant	Oct-2018 February 2019	Regions, NY, Geneva, Brussels
		<ul style="list-style-type: none"> Study visits to AU, ECOWAS, WFP depots in Ghana, UNHCR and UNOCHA depots in Bamako, Dar es Salaam and Yaoundé 	Understanding of existing depot capacities	DPA, Consultant	March'2019	Regions
6.	SWOT Analysis and analysis of results	<ul style="list-style-type: none"> Analysis of responses from the Member States 	SWOT and context of the AfHA	DPA, Consultant	April'2019	Addis Ababa
		<ul style="list-style-type: none"> SWOT Analysis, consultations with Addis based international partners of AfHA; 				
		<ul style="list-style-type: none"> Debriefing meeting with Permanent Representatives Committee of all member states 				
7.	Submission of Final Report	<ul style="list-style-type: none"> Review of comments received and submission of final Report 25-30 pages 	Amendments and report of the Agency	DPA, Consultant	15 May 2019	Addis Ababa
8.	Internal AUC/DPA Retreat to Review Report	Report Writing and review with DPA	Manual and operational details outlined	Consultant	May'2019	Kigali
9.	Brief to Commission	<ul style="list-style-type: none"> Briefing of the AU Commission by H.E Cessouma Semate, Commissioner for Political Affairs 	Update of the Commission	H.E Commissioner Director/HHAR DP	5 June 2019	Addis Ababa

10.	Submit Report to AU Decision Making Organs	• Consideration and adoption of the Feasibility Report	Decision and consensus	DPA	June'2019	Addis Ababa
11.	Address Institutional and Staffing Requirements	Organogram and structures outlined	Structures, Manual and staff Recruitment Plan	AUC/DPA	June – July '2019	Addis Ababa
12.	Resource mobilisation Strategy	Strategy	DPA, Partners		July-Aug'2019	
13.	Commissioning of African Humanitarian Agency	AU launch ceremony of the AfHA	AfHA Launched	AUC/DPA	August'2019	Addis Ababa
14.	Legal instrument	Drafting process and consultations	AUILC, DPA		May – July' 2019	
15.	Enact AU Disaster Law	Consultative meetings	AUILC, IFRC		May – Sept'2019	
16.	Host Agreements	Country visits	AUC, Member States		June – Aug'2019	
17.	Consultations with the Local NGOs	Consultative meetings	Cluster, ICVA		May – Aug'2019	
18.	Dedicated Website	Consultative meetings	DPA, DCI		May'2019	

