

AFRICAN UNION COMPENDIUM



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Liaison Office with the African Union

Oxfam International Liaison Office with the AU

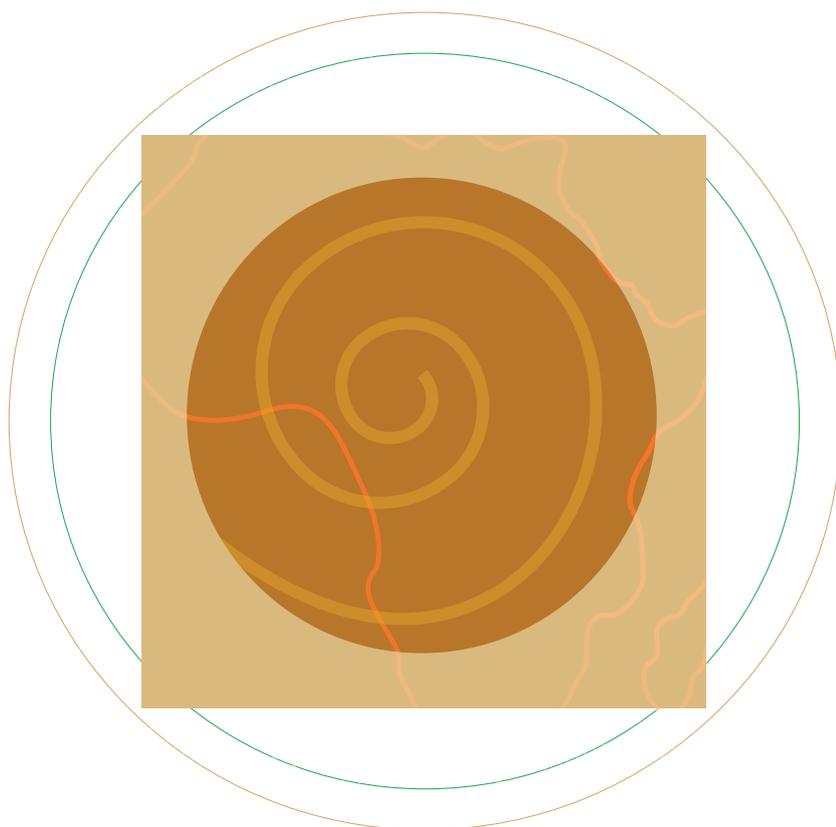
Oxfam International Liaison Office with the AU (OI-AU) works primarily to raise citizens' awareness of the African Union and engagement with its Commission. Functioning under Oxfam Pan Africa Program's Strategic Framework, the OI-AU is mandated to undertake the following: a) Capacity building and support for African Civil Society Organisations (CSOs) as well as facilitation of access to the African Union organs and decision making forums, b) Engagement and support to the African Union Commission especially the Peace and Security Department, and c) Representation, support and contact management and liaison with the African Union for the key pillars of the Pan Africa Program including; Gender Justice, Democratic governance and Economic Justice. The OI-AU formally established in 2007 in Addis Ababa, Ethiopia after the signing of an MOU with the African Union and through a host agreement with the Ethiopian Government, has many programmes aimed at AU engagement.

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**AFRICAN UNION
COMPENDIUM**

Acronyms

ACB	African Central Bank
ACHPR	African Commission on Human and People's Rights
AEC	African Economic Community
AIB	African Investment Bank
AMF	African Monetary Fund
APRM	African Peer Review Mechanism
AU	African Union
AUC	African Union Commission
CCP-AU	Centre for Citizens' Participation in the African Union
CEN-SAD	Community of Sahel-Saharan States
CIDO	Citizens and Diaspora Directorate
CMD	Conflict Management Division
COMESA	Common Market for Eastern and Southern Africa
CSOs	Civil Society Organisations
EAC	East African Community
ECCAS	Economic Community of Central African States
ECOSOCC	Economic, Social and Cultural Council of the African Union
ECOWAS	Economic Community of West African States
EU	European Union
FEMNET	African Women's Development and Communication Network
FES	Friedrich Ebert Stiftung
FIDH	International Federation for Human Rights
ICRC	International Committee of the Red Cross
IFAD	International Fund for Agricultural Development
IGAD	Intergovernmental Authority on Development
International IDEA	International Institute for Democracy and Electoral Assistance
IPSS	Institute for Peace and Security Studies
IRRI	International Refugee Rights Initiative
ISS	Institute of Security Studies
NEPAD	New Partnership for Africa's Development
NGO	Non-Governmental Organisation
OAU	Organisation of Africa Unity
OI-AU	Oxfam International Liaison Office with the African Union
PAP	Pan Africa Parliament
PRC	Permanent Representatives Committee
PSC	Peace and Security Council
PSD	Peace and Security Department
RECs	Regional Economic Communities
SADC	Southern African Development Community
SOAWR	Solidarity for African Women's Rights

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Acknowledgement

This publication has come to fruition with the dedication and hard work of staff from two organisations: Fahamu and Oxfam International - Liaison Office with the African Union (OI-AU), namely, Yves Niyiragira and Yemisrach Kebede with strong support in researching, editing and adding invaluable insights from Desire Assogbavi, Heran Ayele, Semiha Abdulmelik, Liyu Dereje, Patita Tingoi, Paul Mwangi and George Gichuki.

We would also like to thank the AU staffs from the following offices: The Office of the Legal Counsel, The Office of the Secretary General to the Commission, Archives, CIDO, and Communications and Information Department also the Administration Department who have assisted us with the gathering of pertinent information from various sources, which was instrumental in achieving the comprehensive nature of this publication.

It is to be noted that the African Union Compendium, unless and otherwise stated specifically, has made use of publicly available official AU documents, policy instruments, key presentations by AU departmental experts, internet research and research work that has taken into account available information. For information and documents that were researched and written by other veteran activists and institutions working directly with the AU and are incorporated in the Compendium, due credit has been given.

Background to the Compendium

Since its creation in 2002 as a successor to the Organisation of African Unity (OAU), the African Union (AU) has been seeking to achieve greater unity and solidarity of African countries and to be a people centred institution by allowing and encouraging citizens' engagement with its organs. The AU has promised to keenly involve African citizens at large and members of the diaspora in the process of the continental integration. Over the last few years, the AU has been trying to build a partnership between governments and all segments of civil society, in order to strengthen solidarity and cohesion among the African people and to make Africans 'both the actors and beneficiaries of the structural changes engendered by development' (OSISA et al., 2007). In addition, the creation of organs such as the Pan African Parliament (PAP) and the Economic, Social and Cultural Council (ECOSOCC) was another manifestation of the AU's desire and determination to engage different stakeholders.

In the past five years, the increased relevance and targeting of the African Union as the premier continental institution has been a learning process worth the effort for many involved in the advocacy space in Africa. As a result, there has been a growing interest of the African civil society in popularising and engaging the continental body, thus introducing a clear need to alleviate the knowledge and information gap on the structures and the functioning of the AU, its various organs and institutions as well as its decision-making processes. To address this need partially, the African Union through its Citizens and Diaspora Directorate (CIDO) together with Oxfam have undertaken a capacity building project since 2010 in the form of a training titled: 'Understanding the African Union' to popularise the continental institution among members of the civil society and help them to strategise on how to engage it at various levels.

A comprehensive resource guide on the AU to assist in the delivery of such trainings was identified as a key missing tool subsequent to the first training held in Kampala, Uganda (April 2010)- and with this in mind, Oxfam International Liaison Office with the AU decided to produce a resource book titled 'African Union Compendium'. The Compendium covers the AU structures, decision making processes, civil society space in the AU and add value by highlighting the role these various civil society actors have played in the space provided, and in some instances, how they initiated the creation of that space. The African Union Compendium is intended for multiple stakeholders including, but not limited to CSOs, policymakers at various levels, AU and embassy staff, academics, staff of Regional Economic Communities (RECs), and journalists among others.

In the past, there have been a number of guides and manuals on the AU, with useful information for civil society and other actors seeking to engage the continental body namely Civil Society Organisations and the African Union: Towards a Continental Advocacy Strategy by World Vision (2007), Towards a People Driven African Union: Current Obstacles and New Opportunities by AfriMAP, AFRODAD and Oxfam as well as another titled *Strengthening Popular Participation in the African Union: A Guide to African*

Union Structures and Processes by Oxfam and AfriMAP. However, with the African Union Compendium, a holistic approach was adopted in the gathering of information on the institution and a method of organising information about the African Union, its organs, structures, mechanisms that offer both an overview for understanding as well as a comprehensive reference for in-depth insight.

Oxfam and its partners are committed to the vision and objectives of the African Union, and continue their engagement with the continental body through different efforts of popularising the African Union, and supporting it to promote the implementation of the various policy instruments that will in essence render better conditions of life for the citizens of the continent.

Chapter 1: The pan-African Movement

Introduction ○

Origins ●

Ideological and Philosophical Concepts ○

The pan-African Movement

1. Introduction

A number of historians and political analysts believe that the creation of the African Union (AU) and its predecessor, the Organisation of African Unity (OAU), was a manifestation of the rise of the pan-African movement in the 21st century. In addition, the establishment of the AU was a desire by African leaders to unite all people of Africa in order to face new realities of globalisation, including the role of emerging powers that are shifting the power relations between the North and the South (Adi and Sherwood, 2003).

Even though the establishment of the AU was 'a demonstration of the ascent of the pan-African ideologies,' Adi and Sherwood (2003) continue arguing that there has never been a universally accepted definition of what constitutes pan-Africanism. Most recent writers on the subject are reluctant to provide definitions, or provide several, acknowledging that the vagueness of the term reflects the fact that pan-Africanism has taken different forms at different historical moments and geographical locations. They view pan-Africanism as a movement of people, men and women whose lives and work have been concerned, in one way or the other, with the social and political emancipation of African people and those of the African diaspora.

For instance, the Oxford Dictionary defines the term 'pan-Africanism' as the 'principle or advocacy of the political union of all the indigenous inhabitants of Africa'. The Cambridge Dictionary writes that 'pan-African-ism is a belief that people from Africa and their descendants should be united, or a movement to achieve such unity'. The Merriam Webster's Collegiate Dictionary says that 'pan-Africanism is a movement for the political union of all the African nations'. Badejo (2008) gives a similar meaning by saying that pan-Africanism is 'a socio-political worldview, philosophy, and movement, which seeks to unify native Africans and those of African heritage into a 'global African community.

On the other hand, authors such as Cheikh Anta Diop and Théophile Obenga have sometimes used the term pan-Africanism to mean advocacy for a political African unification. In the United States of America, the term is closely associated with Afrocentrism, an ideology of African American identity politics that emerged during the civil rights movement of the 1960s to 1970s (Amate, 1986). Pan-African unity is especially important in African American identity politics because the African ancestry of the Afro-American community cannot be derived from any identifiable African people. Therefore, it has become necessary to minimise the differences between the various people of Africa in favour of a generalised African heritage (Shivji, 2008). Despite those differences in the meaning of pan-Africanism, there is a uniting factor, that is, all the authors 'believe in some form of unity or of common purpose among the people of Africa and the diaspora' (Adi and Sherwood, 2003).

In the above short introduction, we did not seek to write about pan-Africanism, as different scholars including the ones quoted above have extensively covered the subject, but rather to attempt to establish a linkage



between the pan-African movement in the 19th century and the creation of the OAU and ultimately the AU. The driving force behind the work of George Padmore, Isaac Wallace-Johnson, William Edward Burghardt Du Bois, Aimé Césaire and Walter Rodney among others was the same that led Kwame Nkrumah, Julius Kambarage Nyerere and Sékou Touré, just to name a few, to dedicate their lives to the unity of African people.

2. Origins

As a philosophy, pan-Africanism represents the aggregation of the historical, cultural, spiritual, artistic, scientific and philosophical legacies of Africans from past times to the present. Pan-Africanism as an ethical system traces its origins from ancient times, and promotes values that are the product of the African civilisation and the struggles against slavery, racism, colonialism and neo-colonialism. It thus includes a variety of ideas, activities and movements that celebrated 'Africaness', resisted the exploitation and oppression of those of African descent and opposed ideologies of racism (Adi and Sherwood, 2003).

Pan-Africanism is usually seen as a product of the European slave trade. Enslaved Africans of diverse origins and their descendants found themselves entrenched in a system of exploitation where their African origin became a sign of their servile status. Pan-Africanism set aside cultural differences, asserting the principality of these shared experiences to further solidarity and resistance to exploitation.

Alongside a large number of slave insurrections, by the end of the 18th century a political movement developed across the Americas, Europe and Africa that sought to connect these disparate movements into a network of solidarity putting an end to this oppression. In London, the United Kingdom, the 'Sons of Africa' was a political group addressed by Quobna Ottobah Cugoana — an African abolitionist — in the 1791 edition of his book *Thoughts and Sentiments on the Evil of Slavery*. The group addressed meetings and organised letter-writing campaigns, published campaigning material and visited parliament. They wrote to figures such as Granville Sharp, William Pitt and other members of the White Abolition Movement, as well as King George III and the Prince of Wales, the future George IV (Harris, 2003).

What we could call 'the modern organised pan-African movement' began around the beginning of the 20th century with the founding of the African Association in London, later renamed the Pan-African Association by the Trinidadian Henry Sylvester-Williams around 1887. The Pan-African Association was concerned, at that time, with solving what they saw as the 'problem of the twentieth century...the problem of the colour line', and to 'secure civil and political rights for Africans and their descendants throughout the world'. (Harris, 2003)

3. Ideological and Philosophical Concepts

As initially conceived by Henry Sylvester-Williams — some historians credit this idea to Edward Wilmot Blyden, an Americo-Liberian educator, writer, diplomat and politician — pan-Africanism referred to the unity of all continental Africa. The concept soon expanded, however, to include the African diaspora. During apartheid South Africa there was a Pan-Africanist Congress that dealt with the oppression of South Africans under European apartheid rule. Other pan-Africanist organisations include Garvey's Universal Negro Improve-

ment Association-African Communities League, TransAfrica and the International People's Democratic Uhuru Movement (Badejo, 2008)

The goals of pan-Africanism are a re-examination of African history from an 'African perspective' and a return to traditional African concepts about culture, society and values. An important aspect is the suggestion that Ancient Egypt has essential 'African' characteristics, sometimes expressed by the term Nile Valley Civilisations or African civilisations that group Egypt with other civilisations of other parts of the continent. According to Badejo (2008), the pan-African movement of the 1950s and early 1960s focused on four pillars:

1. The recognition that African nationalism had to be pan-Africanism; that 'territorial nationalism' built within countries whose boundaries had been artificially drawn by colonial masters was both unreal and unviable;
2. Pan-Africanism was consistently anti-imperialist;
3. Pan-Africanism was conceived and perceived as a political project or movement;
4. Pan-Africanists were persistent in their stand that African unity would be a voluntary act and that it could not be imposed.

In the twenty first century, the new pan-Africanism movement is still committed to the 'long aspired-to African unity and solidarity', but with an unprecedented new level manifested in the recognition that development, peace and security and democracy in Africa are intertwined and interdependent. This new understanding of pan-Africanism explains the termination of the OAU and the birth of its successor, the AU (Da Costa, 2007).

Chapter 2: The Continental Body

Introduction ●

Road to Creation of the African Union ●

Advent of the African Union ●

Vision of the African Union ●

African Union Symbols and Anthem ●

Emblem ●

African Union Flag ●

African Union Anthem ●

Objectives of the African Union ●

Principles of the African Union ●

African Continental Map ●

The Continental Body

1. Introduction

As mentioned earlier, the origins of the AU and OAU can be traced back to the activities of pan-Africanists such as Henry Sylvester Williams, William Edward Burghardt Du Bois, William Marcus Garvey among others. Henry Sylvester Williams was the first to use the term pan-Africanism and the first to organise a pan-African congress in 1900. Whereas that congress had participants of African origins but living in the diaspora, the one that followed, organised by his follower, Du Bois, after his death, had a number of participants from Africa, mainly West Africa (Shivji, 2008).

After a series of these pan-African congresses, African leaders from the West French-dominated territories who participated in them started organising on their own to demand equality with French nationals in their countries and later on independence. The sentiment for West African unity was soon to give way to the desire for a wider, all embracing continental African unity. In the early 1960s, for the first time in modern history, leaders of free Africa were able to speak with one voice. They called on colonial powers to take immediate steps to grant independence to the African territories being dominated by them and to ensure that they did not violate the territorial integrity of the independent African states.

That aspiration of determining their destiny led African leaders to meet in May 1963 in Addis Ababa, Ethiopia, to form the Organisation of African Unity. Leaders of 30 of the 32 independent African states participated in the conference at which the OAU was founded. Those countries were Algeria, Burkina Faso, Burundi, Cameroon, Central African Republic, Chad, Congo, Côte d'Ivoire, Benin, Egypt, Ethiopia, Gabon, Ghana, Guinea, Liberia, Libya, Madagascar, Mali, Mauritania, Niger, Nigeria, Rwanda, Senegal, Sierra Leone, Somalia, Sudan, Tanzania, Tunisia, Uganda and Zaire. Morocco and Togo, which were not present, were allowed to sign later as founding members.

2. Road to Creation of the African Union

With the end of the Cold War, the final liberation of South Africa and the reshaping of the international political scene, African Heads of State and Government recognised that the OAU's framework was no longer adequate to meet the needs for greater continental policy coordination and stronger economic growth, and that a greater commitment to democratic government at national level was necessary to strengthen Africa's own voice on the international stage.

Whereas the purposes set out in the OAU Charter focused on the defence of the sovereignty, territorial integrity and independence of African states and the eradication of all forms of colonialism from Africa, the first objective of the AU was to 'Achieve greater unity and solidarity among African countries and among the people of Africa'. In addition, there was a need for the continent to respond to its development needs by



linking political and economic aspects, distribution of resources and the need to distinguish and recognise the role of all stakeholders including the civil society.

As such, African countries, in their quest for unity, economic and social development have taken various initiatives and made substantial progress in many areas which paved the way for the establishment of the AU. Worth mentioning among these are:

- The African Charter on Human and People's Rights (Nairobi 1981) and the Grand Bay Declaration and Plan of Action on Human Rights: (Mauritius 1999) two instruments adopted by the OAU to promote Human and People's Rights in the continent. The Human Rights Charter led to the establishment of the African Human Rights Commission located in Banjul, The Gambia;
- Africa's Priority Programme for Economic Recovery (APPER) established in 1985 as an emergency programme designed to address the development crisis of the 1980s in the wake of protracted drought and famine that had engulfed the continent and the crippling effect of Africa's external indebtedness;
- The OAU Declaration on the Political and Socio-Economic Situation in Africa and the Fundamental Changes taking place in the World (1990), which underscored Africa's resolve to seize the initiative, to determine its destiny and to address the challenges to peace, democracy and security;
- The Charter on Popular Participation adopted in 1990 as a testimony to the renewed determination of the OAU to endeavour to place the African citizen at the centre of development and decision-making;
- The Treaty establishing the African Economic Community (AEC) in 1991: commonly known as the Abuja Treaty, it seeks to create the AEC through six stages culminating in an African Common Market using the Regional Economic Communities (RECs) as building blocks. The Treaty has been in operation since 1994;
- The Mechanism for Conflict Prevention, Management and Resolution (1993): a practical expression of the determination of the African leadership to find solutions to conflicts, promote peace, security and stability in Africa;
- The Cairo Agenda for Action (1995): a programme for re-launching Africa's political, economic and social development;
- African Common Position on Africa's External Debt Crisis (1997): a strategy for addressing the continent's external debt crisis;
- The Algiers Decision on Unconstitutional Changes of Government (1999) and the Lomé Declaration on the Framework for an OAU Response to Unconstitutional Changes (2000);
- The 2000 Solemn Declaration on the Conference on Security, Stability, Development and Cooperation: establishes the fundamental principles for the promotion of Democracy and Good Governance in the Continent;
- Responses to other challenges: Africa has initiated collective action through the OAU in the protection

of environment, in fighting international terrorism, in combating the scourge of the HIV/AIDS pandemic, malaria and tuberculosis or dealing with humanitarian issues such as refugees and displaced persons, landmines, small and light weapons among others;

- The Constitutive Act of the African Union adopted in 2000 at the Lomé Summit (Togo) and that entered into force in 2001;
- The New Partnership for Africa's Development (NEPAD): adopted as a Programme of the AU at the Lusaka (Zambia) Summit (2001).

3. Advent of the African Union

The OAU's initiatives paved the way for the birth of the AU. In July 1999, the Assembly decided to convene an extraordinary session to expedite the process of economic and political integration in the continent. Since then, four Summits have been held leading to the official launch of the African Union:

- The Sirte (Libya) Extraordinary Session (1999) that decided to establish the African Union;
- The Lomé Summit (2000), which adopted the Constitutive Act of the Union;
- The Lusaka Summit (2001) that drew the roadmap for implementation of the AU;
- The Durban (South Africa) Summit (2002) that launched the AU and convened the 1st Assembly of the Heads of State and Government of the African Union.

4. Vision of the African Union

The vision of the African Union is that of an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the global arena.

This vision of a new, forward-looking, dynamic and integrated Africa will be fully realised through a relentless struggle on several fronts and as a long-term endeavour. The African Union has shifted focus from supporting liberation movements in the former African territories under colonialism and apartheid, as envisaged by the OAU since 1963 and the Constitutive Act, to an organisation spearheading Africa's development and integration.

According to its Constitutive Act, the African Union is set to 'accelerate the political and socio-economic integration of the continent; promote peace, security, and stability on the continent; as well as promote sustainable development at the economic, social and cultural levels as well as the integration of African economies' to name a few.

The shift in principles from the OAU comes in the form of the adoption of key principles the AU will conform

to, such as: non-interference by any Member State in the internal affairs of another, but at the same time also recognising the 'right of the Union to intervene in a Member State pursuant to a decision of the Assembly in respect of grave circumstances, namely: war crimes, genocide and crimes against humanity'. This clear decision to abide to the principle of non-indifference is a clear and bold departure from its predecessor, which had its roots in the respect of sovereignty and non-interference. As mentioned earlier, the AU is based on the common vision of a united and strong Africa and on the need to build a partnership between Governments and all segments of civil society, in particular women, youth and the private sector, in order to strengthen solidarity and cohesion amongst the people of Africa. As a continental organisation, it focuses on the promotion of peace, security and stability on the continent as a prerequisite for the implementation of the development and integration agenda of the Union.

5. African Union Symbols and Anthem

5.1. Emblem

Description



- The palm leaves shooting up on either side of the outer circle stand for peace;
- The gold circle symbolises Africa's wealth and bright future;
- The green circle stands for African hopes and aspirations;
- The plain map of Africa without boundaries in the inner circle signifies African unity;
- The small interlocking red rings at the base of the Emblem stand for African solidarity and the bloodshed for the liberation of Africa.

5.2. African Union Flag



The current flag of the African Union was adopted at its 14th Ordinary Session of the Assembly of Heads of State and Government, which took place in Addis Ababa on 31 January 2010.

The green background symbolises hope of Africa and 53 gold stars represent Member States.

5.3. African Union Anthem

Let us all unite and celebrate together
The victories won for our liberation
Let us dedicate ourselves to rise together
To defend our liberty and unity
O Sons and Daughters of Africa
Flesh of the Sun and Flesh of the Sky
Let us make Africa the Tree of Life
Let us all unite and sing together
To uphold the bonds that frame our destiny
Let us dedicate ourselves to fight together
For lasting peace and justice on earth
O Sons and Daughters of Africa
Flesh of the Sun and Flesh of the Sky
Let us make Africa the Tree of Life
Let us all unite and toil together
To give the best we have to Africa
The cradle of mankind and fount of culture
Our pride and hope at break of dawn.

O Sons and Daughters of Africa
Flesh of the Sun and Flesh of the Sky
Let us make Africa the Tree of Life

source: African Union website

6. Objectives of the African Union

- a. To achieve greater unity and solidarity between the African countries and the people of Africa;
- b. To defend the sovereignty, territorial integrity and independence of its Member States;
- c. To accelerate the political and socio-economic integration of the continent;
- d. To promote and defend African common positions on issues of interest to the continent and its people;
- e. To encourage international cooperation, taking due account of the Charter of the United Nations and the Universal Declaration of Human Rights;
- f. To promote peace, security and stability on the continent;
- g. To promote democratic principles and institutions, popular participation and good governance;
- h. To promote and protect human and people's rights in accordance with the African Charter on Human and People's Rights and other relevant human rights instruments;

- i. To establish the necessary conditions which enable the continent to play its rightful role in the global economy and in international negotiations;
- j. To promote sustainable development at the economic, social and cultural levels as well as the integration of African economies;
- k. To promote co-operation in all fields of human activity to raise the living standards of African people;
- l. To coordinate and harmonise the policies between the existing and future Regional Economic Communities for the gradual attainment of the objectives of the Union;
- m. To advance the development of the continent by promoting research in all fields, in particular in science and technology;
- n. To work with relevant international partners in the eradication of preventable diseases and the promotion of good health on the continent.

7. Principles of the African Union

- a. Sovereign equality and interdependence among Member States of the Union;
- b. Respect of borders existing on achievement of independence;
- c. Participation of the African people in the activities of the Union;
- d. Establishment of a common defence policy for the African continent;
- e. Peaceful resolution of conflicts among Member States of the Union through such appropriate means as may be decided upon by the Assembly;
- f. Prohibition of the use of force or threat to use force among Member States of the Union;
- g. Non-interference by any Member State in the internal affairs of another;
- h. The right of the Union to intervene in a Member State pursuant to a decision of the Assembly in respect of grave circumstances, namely war crimes, genocide and crimes against humanity;
- i. Peaceful co-existence of Member States and their right to live in peace and security;
- j. The right of Member States to request intervention from the Union in order to restore peace and security;
- k. Promotion of self-reliance within the framework of the Union;
- l. Promotion of gender equality;
- m. Respect for democratic principles, human rights, the rule of law and good governance;
- n. Promotion of social justice to ensure balanced economic development;
- o. Respect for the sanctity of human life, condemnation and rejection of impunity and political assassination, acts of terrorism and subversive activities;
- p. Condemnation and rejection of unconstitutional changes of governments.

8. African Continental Map



source: World Atlas

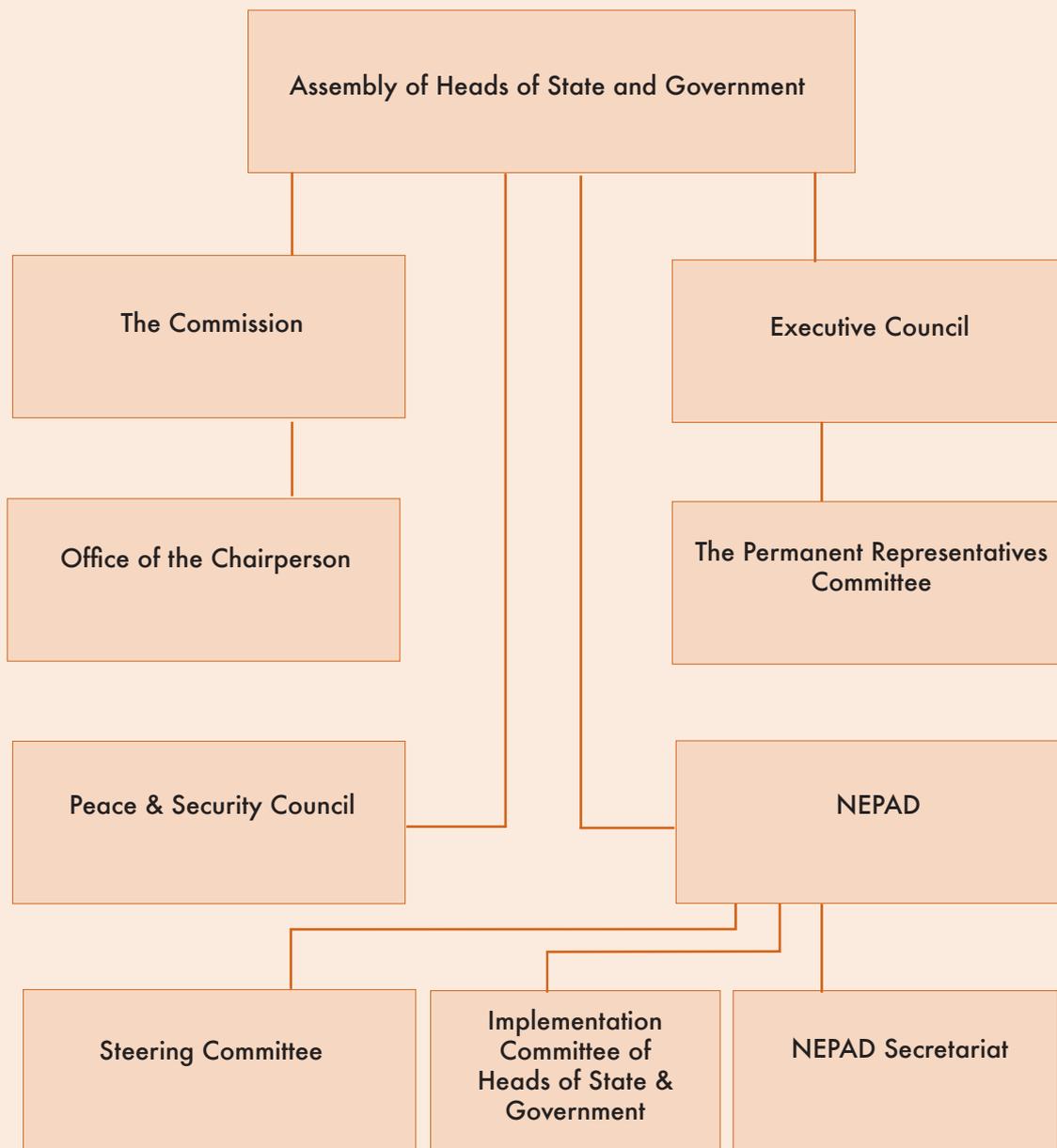
Chapter 3: African Union Organs

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- Functions of African Union Organs ●
 - The Assembly ●
 - The Executive Council ●
 - The Pan-African Parliament ●
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 - The African Union Commission ●

African Union Organs

As stipulated in the Constitutive Act, the African Union has nine organs plus the Peace and Security Council that was created in 2003. They are the Assembly of the Union; the Executive Council; the Pan-African Parliament; the Court of Justice; the Commission; the Permanent Representatives Committee; the Specialised Technical Committees; the Economic, Social and Cultural Council; and the Financial Institutions. The Assembly may decide to establish any organ or institution as it considers necessary.

1. Organogram of the African Union (Non-Official)



Source: Adapted from *Civil Society Organisations and the African Union towards a continental advocacy strategy for World Vision, 2007*

2. Functions of African Union Organs

2.1. The Assembly

The Assembly - the highest decision making body - is composed of all Heads of State and Government and meets twice in ordinary session in January and July each year. It can also convene in an extraordinary session at the request of a Member State and on approval by a two-thirds majority of the Member States. A Head of State or Government is elected after consultations among the Member States to hold the Office of the Chairman of the Assembly for a period of one year. Whereas the Chairman of the Union is the representative of the Assembly according to article 6 of the Constitutive Act of the African Union, the Chairperson of the African Union Commission is the 'chief executive officer of the Commission and the legal representative of the Union'.

The Assembly takes its decisions by consensus or, failing which, by a two-thirds majority of the Member States of the Union. However, procedural matters, including the question of whether a matter is one of procedure or not, are decided by a simple majority. Two-thirds of the total membership of the Union forms a quorum at any meeting of the Assembly, which also adopts its own Rules of Procedure.

1. The Assembly has the following powers and functions (some of which it may delegate to any organ of the Union):

- a. To determine the common policies of the Union, establish its priorities and adopt its annual programme;
- b. To monitor the implementation of policy decisions of the Union as well ensure compliance by all Member States through appropriate mechanisms;
- c. To accelerate the political and socio-economic integration of the continent;
- d. To give directives to the Executive Council, the Peace and Security Council of the Commission on the management of conflicts, war, acts of terrorism, emergency situations and the restoration of peace;
- e. To decide on intervention in a Member State in respect of grave circumstances namely war crimes, genocide and crimes against humanity;
- f. To decide on intervention in a Member State at the request of that Member State in order to restore peace and security;
- g. To determine the sanctions to be imposed on any Member State for non-payment of contributions, violation of the principles enshrined in the Constitutive Act and the rules, non-compliance with the decisions of the Union and unconditional changes of government;
- h. To consider and decide on requests for membership of the Union;
- i. To adopt the budget of the Union, oversee and direct the financial matters of the Union in accordance with the Financial Rules and Regulations of the Union;
- j. To establish any other organ of the Union;
- k. To establish new Committees as it may deem necessary;

- l. To establish such Specialised Agencies, Ad-hoc Committees and Commissions, and temporary working groups, as it may deem necessary;
- m. To appoint and terminate the appointment of the Chairperson of the Commission, his/her Deputy and the Commissioners;
- n. To appoint and terminate the appointment of the judges of the Court;
- o. To receive, consider and take decisions on reports and recommendations from the other organs of the Union;
- p. To elect the Chairperson and other office bearers of the Assembly;
- q. To decide on the venue of its meetings;
- r. To amend the Constitutive Act in conformity with the laid down procedures;
- s. To interpret the Constitutive Act pending the establishment of the Court;
- t. To determine the structure, functions and regulations of the Commission; and
- u. To determine the structure, functions, powers, composition and organisation of the Council

2. The Assembly may delegate any of its powers and functions to any other organ of the Union

2.2. The Executive Council

The Executive Council is composed of the Ministers of Foreign Affairs or such other ministers or authorities as are designated by the governments of Member States. It meets at least twice a year in ordinary session as well as in an extra-ordinary session at the request of any Member State and upon approval by two-thirds of all Member States.

The Executive Council takes its decisions by consensus or, failing which, by a two-thirds majority of the Member States. However, procedural matters, including the question of whether a matter is one of procedure or not, are decided by a simple majority. In addition, a two-thirds of the total membership of the Union forms a quorum at any of its meetings. The Executive Council adopts its own Rules of Procedure.

The Executive Council is tasked with coordinating and taking decisions on policies in areas of common interest to the Member States, including the following: foreign trade; energy, industry and mineral resources; food, agricultural and animal resources, livestock production and forestry; water resources and irrigation; environmental protection, humanitarian action and disaster response and relief; transport and communications; insurance; education, culture, health and human resources development; science and technology; nationality, residency and immigration matters; social security, including the formulation of mother and child care policies, as well as policies relating to the disabled and the handicapped; establishment of a system of African awards, medals and prizes.

As an organ responsible to the Assembly, the Executive Council considers issues referred to it and monitors the implementation of policies formulated by the Assembly. It may delegate any of its powers and functions mentioned below to the Specialised Technical Committees.

1. Those functions of the Executive Council include to:

- a. Prepare the sessions of the Assembly;
- b. Determine the issues to be submitted to the Assembly for decision;
- c. Coordinate and harmonise the policies, activities and initiatives of the Union in the areas of common interest to Member States;
- d. Monitor implementation of the policies, decisions and agreements adopted by the Assembly;
- e. Elect the Commissioners to be appointed by the Assembly;
- f. Elect members of the African Commission on Human and People's Rights, and the African Committee of Experts on the Rights and Welfare of the Child and submit to the Assembly for appointment;
- g. Take appropriate action on issues referred to it by the Assembly;
- h. Examine the Programme and Budget of the Union and submit them to the Assembly for consideration;
- i. Promote cooperation and coordination with the the Regional Economic Communities(RECs), the African Development Bank (ADB), other African Institutions and the United Nations Economic Commission for Africa(UNECA);
- j. Determine policies for cooperation between the Union and Africa's partners and ensure that all activities and initiatives regarding Africa are in line with the objectives of the Union;
- k. Decide on the dates and venues of its sessions on the basis of criteria adopted by the Assembly
- l. Appoint its Chairperson and the other office bearers in conformity with the Bureau of the Assembly;
- m. Receive, consider and make recommendations on reports and recommendation from other organs of the Union that do not report directly to the Assembly;
- n. Set up such ad-hoc committees and working groups as it may deem necessary
- o. Consider the reports, decisions, projects and programmes of the Committees;
- p. Approve the Rules of the Committees, oversee, monitor and direct their activities;
- q. Consider the Staff Rules and Regulations, and the Financial Rules and Regulations of the Union and submit them to the Assembly for adoption;
- r. Approve the agreements for hosting the Headquarters, other organs and offices of the Union;
- s. Consider the structures, functions and Statutes of the Commission and make recommendations thereon to the Assembly;

- t. Determine the conditions of service including salaries, allowances and pensions of the Staff of the Union;
- u. Ensure the promotion of gender equality in all programmes of the union.

2. The Executive Council may give instructions to the PRC;
3. The Executive Council may assign tasks to the Commission.

2.3. The Pan-African Parliament

The Pan-African Parliament (PAP) was inaugurated on 18 March 2004 and its permanent seat is in Midrand, Johannesburg, Republic of South Africa. The establishment of the PAP was inspired by a vision of African Heads of State and Government to provide a common platform for African people and their grassroots organisations to be more involved in discussions and decision-making on the problems and challenges facing the continent. The ultimate aim of PAP is to evolve into an institution with full legislative powers, whose members are elected by universal adult suffrage. At present it has 230 members and exercises advisory and consultative powers.

The functions of the Pan-African Parliament include to:

- a. Facilitate the effective implementation of the policies and objectives, of the African Union;
- b. Work towards the harmonisation or co-ordination of the laws of Member States;
- c. Make recommendations aimed at contributing to the attainment of the objectives of the AU and draw attention to the challenges facing the integration process in Africa as well as the strategies for dealing with them;
- d. Request officials of the AU to attend its sessions, produce documents or assist in the discharge of its duties;
- e. Promote the programmes and objectives of the AU in the constituencies of the Member States;
- f. Encourage good governance, transparency and accountability in Member States;
- g. Familiarise the people of Africa with the objectives and policies aimed at integrating the African continent within the framework of the establishment of the African Union;
- h. Promote the coordination and harmonisation of policies, measures, programmes and activities of the parliamentary fora of Africa.

2.4. The African Court of Justice and Human Rights

This organ is in charge of civil matters particularly with regards to the protection of human rights and consolidation of good governance in Africa. It serves as a veritable criminal court for the continent. The African Court of Justice was merged with the African Court of Human and People's Rights to become what is now known as

'The African Court of Justice and Human Rights'. The merging was done during the African Union Summit of Heads of State and Government on 1 July 2008 in Sharm El Sheikh, Arab Republic of Egypt. It is acting as a jurisdiction in charge of legal matters of the African Union.

The functions of the African Court of Justice and Human Rights are to:

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| a. Collect documents and undertake studies and researches on human and people's rights matters in Africa; |
| b. Lay down rules aimed at solving the legal problems relating to human and people' rights; |
| c. Ensure protection of human and people' rights; and |
| d. Interpret all the provisions of the African Charter on Human and People's Rights. |

2.5. The Permanent Representatives Committee

The Permanent Representatives Committee (PRC) is composed of Permanent Representatives to the Union and other plenipotentiaries of Member States and is charged with the responsibility of preparing the work of the Executive Council and acting on the Executive Council's instructions. It may set up such sub-committees or working groups, as it may deem necessary.

The functions of the PRC are to:

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| a. Act as an advisory body to the Executive Council; |
| b. Prepare its Rules of Procedure and submit them to the Executive Council; |
| c. Prepare the meetings of the Executive Council, including the agenda and draft decisions; |
| d. Make recommendations on the areas of common interest of Member States particularly on issues on the agenda of the Executive Council; |
| e. Facilitate communication between the Commission and the capitals of Member States; |
| f. Consider the programme and budget of the Union as well as administrative, budgetary and financial matters of the Commission, and make recommendations to the Executive Council; |
| g. Consider the Financial Report of the Commission and make recommendations to the Executive Council; |
| h. Consider the Report of the Board of External Auditors and submit written comments to the Executive Council; |
| i. Consider reports on the implementation of the budget of the Union; |
| k. Consider reports on the implementation of the policies, decisions and agreements adopted by the Executive Council |
| l. Participate in the preparation of the programme of activities of the Union; |

- m. Participate in the preparation of the calendar of meetings of the Union;
- n. Consider any matter assigned to it by the Executive Council;
- o. Carry out any other functions that may be assigned to it by the Executive Council.

2. The PRC may set up such ad-hoc committees and temporary working groups, as it deems necessary, including a sub-committee on Headquarters and Host Agreements, NEPAD and the Cairo Plan of Action of the Africa/Europe Summit.

3. The functioning, mandate, composition and term of office of such ad-hoc committees and temporary working groups shall be determined by the PRC. The quorum for meetings of such sub-committees or temporary working groups shall be a simple majority.

2.6. The Specialised Technical Committees

There are seven Specialised Technical Committees (not yet functional) that are responsible to the Executive Council:

- a. The Committee on Rural Economy and Agricultural Matters;
- b. The Committee on Monetary and Financial Affairs;
- c. The Committee on Trade, Customs and Immigration Matters;
- d. The Committee on Industry, Science and Technology, Energy, Natural Resources and Environment;
- e. The Committee on Transport, Communications and Tourism;
- f. The Committee on Health, Labour and Social Affairs; and
- g. The Committee on Education, Culture and Human Resources.

The Specialised Technical Committees are composed of ministers or senior officials responsible for sectors falling within their respective areas of competence and the Assembly can, whenever it deems appropriate, restructure the existing ones or establish others.

Within its field of competence, each Specialised Technical Committees has the following functions:

- a. To prepare projects and programmes of the Union and submit them to the Executive Council;
- b. To ensure the supervision, follow-up and evaluation of the implementation of decisions taken by the organs of the Union;
- c. To ensure coordination and harmonisation of projects and programmes of the Union;
- d. To submit to the Executive Council, either on its own initiative or at the request of the Executive Council, reports and recommendations on the implementation of the provisions of the Constitutive Act; and

- e. To carry out any other functions assigned to it for the purpose of ensuring the implementation of the provisions of the Constitutive Act.

Subject to any directives given by the Executive Council, each Specialised Technical Committee meets as often as necessary and shall prepare its Rules of Procedure and submit them to the Executive Council for approval.

2.7. The Peace and Security Council

The Protocol relating to the establishment of the Peace and Security Council (PSC) of the African Union entered into force on 26 December 2003, after being ratified by the required majority of Member States of the AU. It is made up of 15 Member States who are chosen for a term of two to three years and is tasked with intervening in conflicts to protect the security of the continent. The Peace and Security Council within the Union, is established as a standing decision-making organ for the prevention, management and resolution of conflicts and has a collective security and early-warning arrangement to facilitate timely and efficient response to conflict and crisis situations in Africa.

The Peace and Security Council performs functions in the following areas:

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| a. Promotion of peace, security and stability in Africa; |
| b. Early warning and preventive diplomacy; |
| c. Peace-making, including the use of good offices, mediation, conciliation and enquiry; |
| d. Peace support operations and intervention; |
| e. Peace-building and post-conflict reconstruction; |
| f. Humanitarian action and disaster management; |
| g. Any other function as may be decided by the Assembly |

2.8. The Economic, Social and Cultural Council

The Economic, Social and Cultural Council (ECOSOCC) is an advisory organ composed of different social and professional groups of the Member States of the Union and was established in 2005 in order to build partnerships between African governments and civil society. The 150-member General Assembly was launched in September 2008, replacing ECOSOCC's initial interim structure and includes African social groups, professional groups, non-governmental organisations, and cultural organisations.

The CIDO office in the AU Commission acts as the secretariat for ECOSOCC and its officers have the potential to be a critical link for civil society to the AU. As full delegates to the Summits, they can attend meetings, including closed sessions, and are in a position to brief civil society organisations on key issues tabled. The Assembly of the Heads of State and Government determines ECOSOCC's functions, powers, composition and organisation.

a. ECOSOCC Standing Committee

The standing committee of ECOSOCC is the technical arm of its General Assembly and it ensures that ECOSOCC operationalises its statutory duties. Currently, the General Assembly of ECOSOCC is fully operational. Members in the diaspora also sit on the committee. There are ten clusters that are established as the operational mechanisms of ECOSOCC and these are:

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| - Peace and Security; |
| - Political affairs; |
| - Infrastructure and Energy; |
| - Social Affairs and Health; |
| - Human Resources, Science and Technology; |
| - Trade and Industry; |
| - Rural Economy and Agriculture; |
| - Economic affairs; |
| - Women and Gender; |
| - Cross-cutting Programmes. |

All civil society organisations (CSOs) working in the various sectors are expected to align themselves with the clusters related to their area of work.

b. Criteria for Membership

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| - Be a national, regional, continental or African diaspora CSO without restriction to undertake regional or international activities; |
| - Have objectives and principles that are consistent with the principles and objectives of the Union; |
| - Be registered in a Member State of the African Union and/or meet the general conditions of eligibility for the granting of observer status to non-governmental organisations; |
| - Show proof that the ownership and management of the CSO is made up of not less than 50 percent of the Africans or African diaspora; |
| - Show that the organisation derives at least 50 percent of its resources from the contributions of the members of the organisation. |

c. ECOSOCC and the African Court of Justice and Human Rights

ECOSOCC as an organ of the AU has access to the proposed African Court of Justice and Human Rights. This is a huge opportunity for CSOs because even though the Court's protocol does not allow CSOs access to the

court, CSOs can take matters before the court through ECOSOCC. From the provisions of Article 29(b) of the Statute of the African Court of Justice and Human Rights, access to the court is granted to The Assembly, the Pan-African Parliament and other organs of the Union authorised by the Assembly. In other words the ECOSOCC is an entry point to the court for CSOs as it is a full organ of the African Union.

2.9. The Financial Institutions

The African Union has created three financial institutions in a bid to facilitate trade within the continent. They are the African Investment Bank (AIB), the African Monetary Fund (AMF) and the African Central Bank (ACB).

A. African Investment Bank

The African Investment Bank (AIB) is one of the three financial institutions planned for in the Constitutive Act of the African Union. The mandate of the AIB was envisioned to aid in fostering economic growth and accelerating economic integration in Africa in line with the broad objective of the African Union. To achieve these objectives, the Bank will carry out the following tasks:

- a. To promote investment activities of the public and private sector intended to advance regional integration of the Member States of the African Union;
- b. To utilise available resources for the implementation of investment projects contributing to the strengthening of the private sector and the modernisation of rural sector activities and infrastructures;
- c. To mobilise resources from capital markets inside and outside Africa for the financing of investment projects in African countries; and
- d. To provide technical assistance as may be needed in African countries for the study, preparation, financing and execution of investment projects.

The headquarters of the African Investment Bank is in Tripoli, Libya. A formal agreement with the host country to establish a Steering Committee in order to commence technical studies on the institutional and organisation aspects of the Bank was signed. The mission of the technical steering committee is to spearhead studies leading to the setting up of the bank, including working out the fine-print of its sources of funding, management and institutional framework.

B. African Monetary Fund

The African Monetary Fund (AMF) is stipulated in the Abuja Treaty in the Constitutive Act of the African Union, Article 19, in a bid to facilitate the integration of African economies through the elimination of trade restrictions and enhance greater monetary integration.

The main objectives of the African Monetary Fund are to:

- a. Provide financial assistance to AU Member States;

- b. Act as a clearing house as well as undertake macro-economic surveillance within the continent;
- c. Coordinate the monetary policies of Member States and promote cooperation between the monetary authorities in these states; and
- d. Encourage capital movements among Member States; amongst others.

The Headquarters of the African Monetary Fund is Yaoundé, Republic of Cameroon. A Memorandum of Understanding to set up a Technical Steering Committee to undertake the implementation for the hosting of the African Monetary Fund was signed on 30 June 2008 between the African Union Commission and the Cameroon Government, at the margins of the 11th ordinary session of the African Union Summit of Heads of State and Government that took place in Sharm El Sheikh, Arab Republic of Egypt.

C. African Central Bank

The African Central Bank (ACB) was created following the 1991 Abuja Treaty and reiterated by the 1999 Sirte Declaration that called for the speeding up of the implementation process. The ACB, just like the other African financial institutions, is aimed at building a common monetary policy and create the African currency as a way for accelerating economic integration in Africa.

The objective of the African Central Bank would be to:

- a. Promote international monetary cooperation through a permanent institution;
- b. Promote exchange stability and avoid competitive exchange rates depreciation;
- c. Assist in the establishment of a multilateral system of payments in respect of current transactions between members and eliminate foreign exchange restrictions, which hamper the growth of world trade.

The Headquarters of the African Central Bank is Abuja, Republic of Nigeria.

2.10. The African Union Commission

The Commission is the Secretariat of the Union and is composed of the Chairman, his or her deputy or deputies and the Commissioners who are assisted by the necessary staff for its smooth functioning. The Assembly determines the structure, functions and regulations of the Commission. (Detailed Information on the AU Commission can be found in Chapter Four)

Chapter 4: African Union Commission

- Mission & Values of the Commission ●
- Functions of the African Union Commission ○
- Organogram of the African Union Commission ●
 - Directorates and their Functions ○
 - The AUC Chairperson ●
 - Bureau of the Chairperson ○
 - Office of the Secretary General to the Commission ●
 - Directorate of Communication and Information ○
 - Protocol Services Unit ●
 - Directorate of Strategic Policy Planning, Monitoring and Evaluation ○
 - Directorate of Women, Gender and Development ●
 - Office of the Internal Auditor ○
 - Citizens & Diaspora Directorate (CIDO) ●
 - Office of the Legal Counsel ○
 - The AUC Deputy Chairperson ●
 - Bureau of the Deputy Chairperson ○
 - Directorate for Administration and Human Resources Development ●
 - Directorate for Programming, Budgeting, Finance and Accounting ○
 - Directorate for Conference Services ●
 - Medical Services Directorate ○
 - Department and their Functions ●
 - Department of Peace and Security ○
 - Department of Political Affairs ●
 - Department of Infrastructure and Energy ○
 - Department of Social Affairs ●
 - Department of Trade and Industry ○
 - Department of Rural Economy and Agriculture ●
 - Department of Economic Affairs ○
 - Department of Human Resources, Science and Technology ●

African Union Commission

The Commission is the Secretariat of the African Union and is entrusted with executive functions. Its structure represents the Union and protects its interests under the auspices of the Assembly of Heads of State and Government as well as the Executive Council. The Commission executes its functions through eight main portfolios, namely Peace and Security; Political Affairs; Trade and Industry; Infrastructure and Energy; Social Affairs; Rural Economy and Agriculture; Human Resources, Science and Technology; and Economic Affairs.

a. Mission and Values of the Commission

The mission of the Commission is to become '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'.

The values to guide and govern the functioning and operations of the Commission are:

- Respect for diversity and team work;
- Think Africa above all;
- Transparency and accountability;
- Integrity and impartiality;
- Efficiency and professionalism; and
- Information and knowledge sharing.

The Commission is guided by the following principles:

- Subsidiarity and complementarity with other organs, Member States and Regional Economic Communities;
- Results orientation, feasibility and impact focus;
- Close coordination and cooperation with the Regional Economic Communities;
- Coherence of policies and programmes; and
- A networking approach that takes advantage of available resources through other players.

The Commission is the key organ playing a central role in the day-to-day management of the African Union. Among other functions, it represents the Union and defends its interests; elaborates draft common positions of the Union; prepares strategic plans and studies for the consideration of the Executive Council; elaborates, pro-

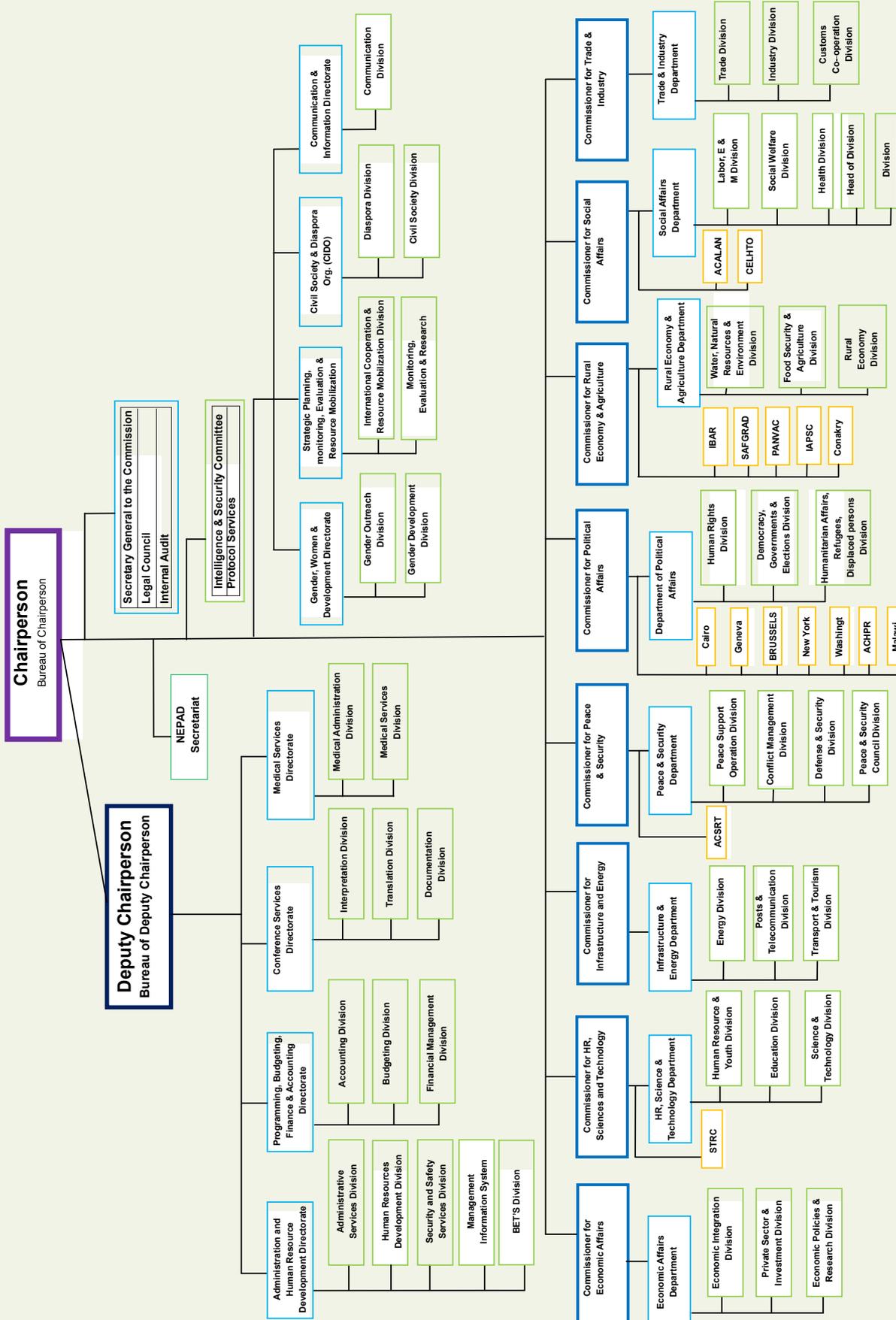
motes, coordinates and harmonises the programmes and policies of the Union with those of the RECs; ensures the mainstreaming of gender in all programmes and activities of the Union.

1. FUNCTIONS OF THE AFRICAN UNION COMMISSION

a.	The Commission, among other functions, represents the Union and defends its interests under the guidance of and as mandated by the Assembly and the Executive Council;
b.	To initiate proposals to be submitted to the organs as well as implement the decisions that are taken by the other organs;
c.	To act as the custodian of the Constitutive Act, its protocols, the treaties, legal instruments, decisions adopted by the Union and those inherited from the OAU;
d.	To organise and manage the meetings of the organs;
e.	To assist Member States in implementing the Union's programmes and policies including the Conference on Security, Stability Development and Co-operation in Africa and NEPAD;
f.	To coordinate and monitor implementation of the decisions of other organs of the Union in close collaboration with the PRC and to report regularly to the Executive Council;
g.	To work out draft common positions of the Union and to coordinate the actions of Member States in international negotiations;
h.	To prepare the Union's programme and budget for approval by the policy organs as well as strategic plans and studies for the consideration of the Executive Council;
i.	To elaborate, promote, coordinate and harmonise the programmes and policies of the Union with those of the RECs;
j.	To ensure the mainstreaming of gender in all programmes and activities of the Union;
k.	To manage the assets and liabilities of the Union according to laid down regulations and procedures;
l.	To prepare strategic plans and studies for the consideration of the Executive Council;
m.	To take action in the domains of responsibility as may be delegated by the Assembly and the Executive Council. The domains include: control of pandemics; disaster management; international crime and terrorism; environmental management; negotiations relating to external trade; negotiations relating to external debts; population, migration, refugee and displaced persons; food security; socio-economic integration; and all other areas in which a common position has been established.
n.	To mobilise resources and devise appropriate strategies for self-financing, income generating activities and investment for the Union;
o.	To promote integration and socio-economic development;
p.	To strengthen cooperation and coordination of activities between Member States in fields of common interest;
q.	To prepare and submit an annual report on the activities of the Union to the Assembly, the Executive Council and the Pan-African Parliament;

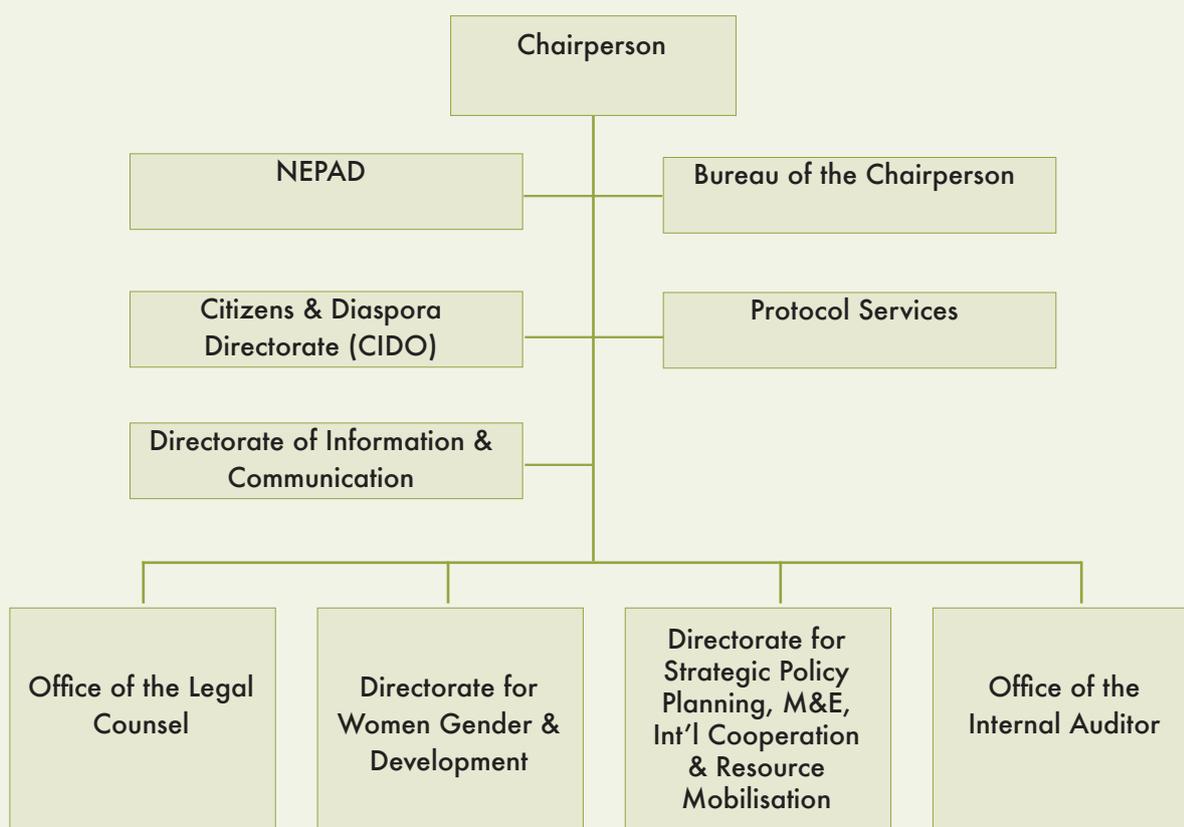
- r. To prepare Staff Rules and Regulations for approval by the Assembly;
- s. To implement the decisions of the Assembly regarding the opening and closing down of sections and administrative or technical offices;
- t. To follow-up and ensure the application of the Rules of Procedure and Statutes of the organs of the Union;
- u. To negotiate, in consultation with the PRC, with the host countries, the Host Agreements of the Union and those of its administrative or technical offices;
- v. To build capacity for scientific research and development for enhancing socio-economic development in the Member States;
- w. To strive for the promotion and popularisation of the objectives of the Union;
- x. To coordinate the actions of Members States during international negotiations as well as collect and disseminate information on the Union;
- y. To assist the Member States in ensuring implementation of the various programs of the Union as well as the policies;
- z. To provide operational support to the Peace and Security Council and ensure the promotion of peace, democracy, security and stability;
- aa. To manage the budgetary and financial resources including collecting the approved revenue from various sources, establishing fiduciary, reserve and special funds with the appropriate approvals, and accepting donations and grants that are compatible with the objectives and principles of the Union coordinate and monitor the implementation of the decisions of the other organs of the Union in close collaboration with the PRC and report regularly to the Executive Council;
- bb. To collect and disseminate information on the Union and set up and maintain reliable database;
- cc. To undertake research on building the Union and on the integration process;
- dd. To develop capacity, infrastructure and maintenance of intra-continental information and communication technology; and
- ee. To prepare and submit to the Executive Council for approval, administrative regulations, standing orders and Rules and Regulations for the management of the affairs of the Union and keeping proper books of accounts

2. ORGANOGRAM OF THE AFRICAN UNION COMMISSION



Source: Directorate for the Administration and Human Resources Development

3. DIRECTORATES AND THEIR FUNCTIONS



Source: Directorate for the Administration and Human Resources Development

3.1. The AUC Chairperson

1. The functions and responsibilities of the AUC Chairperson shall be:

- a) Chief Executive Officer;
- b) Legal representative of the Union;
- c) Accounting Officer of the Commission;

2. The Chairperson shall be directly responsible to the Executive Council for the effective discharge of his/her duties

Functions of the AUC Chairperson

1. The functions of the Chairperson shall be to, inter-alia:

- a) Chair all meetings and deliberations of the Commission;
- b) Undertake measures aimed at promoting and popularising the objectives of the Union and enhancing its performance;

- c) Promote cooperation with other organisations for the furtherance of the objectives of the Union;
- d) Participate in and keep records of the deliberations of the Assembly, the Executive Council, the PRC, the Committees and any other organs of the Union as may be required;
- e) Submit reports requested by the Assembly, the Executive Council, the PRC, the Committees and any other organs of the Union as may be required;
- f) Prepare, in conjunction with the PRC, and submit the Staff Rules and Regulations to the Executive Council, for approval;
- g) Prepare, together with the PRC, and transmit to Member States the Budget, Audited Accounts and Programme of Work at least one (1) month before the commencement of the sessions of the Assembly and the Executive Council;
- h) Act as depository of all Union and OAU Treaties and other legal instruments of the Union and perform depository functions thereof;
- i) Act as a depository for instruments of ratification, accession or adherence of all international agreements concluded under the auspices of the Union and communicate information in this respect to Member States;
- j) Receive copies of international agreements entered into between or amongst Member States;
- k) Receive the notification of Member States which may desire to renounce their membership in the Union as provided for in Article 31 of the Constitutive Act;
- l) Communicate to Member States, and include in the Agenda of the Assembly, as provided in Article 32 of the Constitutive Act, written requests of Member States for amendments or revisions to the Constitutive Act;
- m) Circulate the provisional agenda of the sessions of the Assembly, the Executive Council and the PRC to Member States;
- n) Receive proposals, together with explanatory notes, for the inclusion of items on the agenda of the Assembly and the Executive Council at least sixty (60) days prior to the session;
- o) Receive and circulate requests which conform to the correct Rules of Procedure of the Assembly or the Executive Council, from any Member State, for the convening of an extraordinary session of the Assembly or the Executive Council;
- p) Assess, in conjunction with the PRC, the need for branches, administrative and technical offices as may be considered necessary for the adequate functioning of the Commission, and create or abolish them as necessary, with the approval of the Assembly;
- q) Consult and coordinate With the Governments and other institutions of Member States and the RECs, on the activities of the Union;
- r) Appoint the staff of the Commission in accordance with the provisions of Article 18 of these Statutes;
- s) Assume overall responsibility for the administration and finances of the Commission;
- t) Prepare an Annual Report on the activities of the Union and its organs;

- u) Carry out diplomatic representations of the Union;
- v) Liaise closely with the organs of the Union to guide, support and monitor the performance of the Union in the various areas to ensure conformity and harmony with agreed policies, strategies, programmes and projects;
- w) Carry out such other functions as may be determined by the Assembly or the Executive Council;
- x) Supervise the functioning of the Headquarters and other offices of the Union;
- y) Coordinate all activities and programmes of the Commission related to gender issues.

2. The Chairperson may delegate any of his/her functions to the Deputy Chairperson and in the absence of the latter, to one of the Commissioners.

3.1.1. Bureau of the Chairperson

Mandate

The bureau of the Chairperson exists to assist the Chairperson in discharging his or her responsibilities as chief executive and legal representative of the Union and in organising and managing schedules of internal meetings, ceremonies, audiences and travels.

Core Functions:

- To manage the office of the Chairperson and to maintain coordination and liaison among the directorates and units (Directorate for Women, Gender and Development; Directorate for Strategic Policy Planning, Monitoring and Evaluation, International Cooperation and Resource Mobilisation; Office of the Legal Counsel; Office of the Internal Auditor; NEPAD Coordination Unit; CSSDCA Coordination Unit; Communication and Information Unit and Protocol Services Unit) under the chair person, as well as between all other directorates and units with the office of the Chairperson;
- To provide advisory services to the Chairperson;
- To ensure that the Chairperson is informed on developments within and outside the Commission requiring his/her attention;
- To prepare or review and finalise letters, speeches, statements and addresses to be delivered by the Chairperson;
- To initiate, follow up and coordinate any tasks requested by or intended for the Chairperson;
- To prepare and manage the budget of the office of the Chairperson;
- To prepare and maintain the schedule of the Chairperson;
- To prepare and follow up instructions of the Chairperson;
- To plan, programme and implement the activities of the office of the Chairperson;

3.1.2. Office of the Secretary General to the Commission

Core Functions:

- To manage the work of coordinating the preparation and holding of the meetings of the Commission and meetings of other organs of the Union such as the PRC and its sub-Committees, the Executive Council, the Assembly, PAP and STCs;
- To ensure that all documentation for the meetings and the work of the above organs are properly prepared, in line with the vision and mission of the Union, are duly processed and dispatched on time to Member States;
- To ensure that the outcome of meetings, such as decisions and reports are properly finalised, and disseminated on time to Member States;
- To ensure that those documents are properly stored and accessible at any time and to manage a Databank of documentation of the Union;
- To ensure that follow-up to meetings of the Commission and other organs are carried out efficiently and rapidly for timely implementation;
- To establish horizontal linkages between various departments, directorates and units for smooth coordination of programmes and activities and timely implementation of decisions;
- Perform any other relevant duties, as may be assigned by the Chairperson.

3.1.3. Directorate of Communication and Information

Mandate

The Communication and Information Directorate has the mandate of developing, planning and conducting activities designed to provide information about the AU and to promote increased awareness about its aims and activities through various information tools and mechanisms.

Core Functions:

- To serve as the focal point for disseminating information and to act as the spokesperson for the Commission;
- To draft news releases, correspondence or other informational publications and to assist with distribution of information materials;
- To manage, formulate and coordinate development and implementation of outreach as well as advocacy programmes for the Commission;
- To establish and maintain lines of communication with constituencies, non-governmental organisations, policy institutions, academia, foundations and associations, as well as identify and coordinate action

on opportunities to foster support for the objectives and activities of the AU;

- To formulate and advise on promotional strategies for press conferences, meetings and other activities planned for the outreach and advocacy programmes;
- To organise research and drafting of materials related to issue-oriented campaigns and events;
- To ensure development and maintenance of the website as well as relevant automated databases;
- To provide editorial advice, statements, speeches and replies to frequently asked and anticipated questions for use by senior management;
- To serve as the focal point for relations with, and support for, departments and programmes on communication and public information strategies and information dissemination;
- To coordinate implementation of the decisions of the meetings of the African Ministers of Information;
- To explore the possibility of establishing and managing a television and radio station for the African Union and a newspaper.

3.1.4. Protocol Services Unit

Mandate

The Protocol Services Unit of the African Union Commission is mandated to provide protocol services to the Commission and other organs of the AU such as privileges, immunities, ceremonial and consular services.

Core Functions:

- To develop and maintain rules and procedures relating to protocol services, including implementation of the Host Agreement;
- To continuously keep staff of the Commission informed of the rules and protocol procedures;
- To initiate congratulatory messages to Member States as appropriate;
- To provide protocol services as appropriate to the members of the Commission and the entire staff of the Commission;
- To ensure appropriate conduct of ceremonies and public functions;
- To process documents for diplomatic privileges;
- To process applications for exit and entry visas on behalf of the staff of the AU;
- To process laissez-passer applications;
- To keep flags and national anthems of AU Member States;
- To compile information on AU Member States and their leaders;
- To assist representatives/delegations of Member States during AU meetings and other functions, in close collaboration with the host countries.

3.1.5. Directorate of Strategic Policy Planning, Monitoring and Evaluation

Mandate

The mandate of the directorate is to develop and maintain constructive and productive institutional relationships between Africa and the rest of the world as well as to coordinate the mobilisation of extra budgetary resources. The Directorate of Strategic Policy Planning, Monitoring and Evaluation also ensures inter-departmental coordination in strategic planning for continuous monitoring and evaluation of programme outputs against action plans, as well as to assess the efficiency and effectiveness of programmes in realising organisational goals and objectives. In addition, it shall provide and maintain research and statistical services that will cater for the needs of the entire Commission, other organs of the Union, RECs as well as Member States.

Core Functions:

- To prepare rules and procedures for policy formulation, coordination and evaluation;
- To promote internal best practices concerning strategic planning, monitoring and evaluation;
- To survey and propose overall operational priorities of the Commission;
- To assist directorates and offices to develop strategic planning skills;
- To organise coordination meetings on policy formulation and strategic planning;
- To lead and provide support for sectoral research projects and ensure their effective implementation;
- To develop and manage a research and statistics services for the Union;
- To prepare the annual report of the Commission;
- To produce an approved annual statement on general orientations and priorities relating to operational and administrative programmes and activities;
- To propose training programmes relating to programme designing and programme coordination;
- To ensure that the statistics unit is easily accessible to all organs and the Member States are able to provide updated statistical information;
- To design and implement monitoring and evaluation procedures for assessing programme achievements and programme effectiveness;
- To strengthen existing relations and develop relations with other world regions;
- To seek new areas of cooperation with international partners;
- To promote a positive image of Africa within the international arena;
- To popularise the African Union and market its programmes and activities;
- To initiate, develop and manage policy for international cooperation and resource mobilisation;
- To coordinate and develop strategies for resource mobilisation;
- To coordinate the process of proposal and project formulation;

- To coordinate the process of project and programmes monitoring and evaluation;
- To develop outlines for progress reports;
- To initiate, develop and manage strategies for sustainability, self-financing, income generation and investment;
- To facilitate logistical support to coordinate interaction with partners.

3.1.6. Directorate of Women, Gender and Development

Mandate

The mandate of this directorate is to promote gender equality within and throughout the Union as well as within Member States by translating policy agreements and instruments into measurable programmes and projects. It shall provide oversight by facilitating development and harmonisation of policy, facilitating co-ordination and initiating gender mainstreaming strategies.

Core Functions:

- To harmonise gender policies in the AU organs and Member States;
- To initiate and manage the gender analysis of policies emanating from the Commission and the AU organs;
- To design gender sensitive indicators for AU Commission and the AU organs;
- To develop and manage a gender mainstreaming strategy and promote its implementation;
- To develop, implement and monitor a gender policy;
- To design and maintain an efficient coordination framework;
- To provide training for the uniform application of gender policy and gender mainstreaming strategy within the Commission and AU organs;

3.1.7. Office of the Internal Auditor

Mandate

To ensure that financial rules and procedures of the African Union are sound, efficient and implemented accordingly

Core Functions:

- To ascertain the completeness, authenticity and proper maintenance of the Commission's financial records in accordance with its regulations, rules, policies and procedures;
- To review by examination, inquiry and observation the Commission's financial control systems, including those for safeguarding assets and preventing and detecting fraud and theft in order to determine whether additional procedures might be required;
- To obtain sufficient reliable evidence to constitute a reasonable basis for audit conclusions on the effectiveness of controls and the degree of compliance with them, using discussion, observation, inspection and analytical review techniques;
- To record the planning, supervision and conduct of audits and control systems review, the evidence relied upon and the reasons for any significant audit decisions taken;
- To report conclusions regarding operational efficiency, effectiveness and recommend improvements in control systems or other action considered desirable;
- To propose and implement internal auditing policies, rules and procedures for the Commission of the African Union;
- To prepare and implement an annual auditing programme;
- To liaise and cooperate with external auditors
- To prepare and submit an annual report of audited activities, comprising recommendations made and reactions thereon;
- To draw the attention of programme managers to required improvements;
- To prepare a report on each audit mission or activity and to submit it to the Chairperson and the Vice Chairperson and, as and when appropriate, to other Commissioners;
- To undertake any special mission and conduct any investigation as and when requested by the Executive Council and/or the Chairperson.

3.1.8. Citizens and Diaspora Directorate (CIDO)**Mandate & Function:**

The Constitutive Act of the African Union is explicit in its intention to create a 'people-oriented African community' in the African Union based on partnership between governments and all segments civil society. The Citizens and Diaspora Directorate will serve as the operational arm for the implementation of this programme. Its mandate is to focus on the implementation of directives related to partnership with African Citizens in general including the African Civil Society and the African Diaspora including faith-based groups.

Taking into account the bilateral engagements, relationship with networks and other processes occurring outside ECOSOCC, CIDO has a mandate to follow up on such processes as well.

CIDO also has responsibility for mainstreaming the participation of the African Diaspora in the work of the Union and currently serves as the Secretariat of ECOSOCC. The facilitation and support work given to ECOSOCC is in addition to its own set of priorities and actions within the framework of the Commission.

3.1.9. Office of the Legal Counsel

Mandate

To provide legal advisory and representational services, serve as a depository, as well as to ensure legality in decision-making and compliance with the AU Constitutive Act and all existing legal instruments of the AU.

Core Functions:

- To assist and advise the Commission and AU organs on legal matters;
- To provide legal opinions relating to interpretation of all protocols, rules and regulations of the AU as well as other legal instruments;
- To assess the legal implications of the activities and decisions of all deliberative, advisory and administrative bodies and to participate in the meetings of these bodies;
- To draft contracts, host agreements, cooperation agreements and rules of procedure of the various organs, treaties and other legal instruments as well as prepare election documents, including materials for elections at the level of the Executive Council and the Assembly;
- To represent the Commission and all organs of the AU in judicial proceedings, negotiations or other procedures for the conclusion of agreements or the settlement of disputes;
- To follow-up on issues concerning implementation of headquarters and host agreements;
- To ensure that the privileges and immunities of the Commission and its staff and representatives accredited to it are assured, respected and protected as provided for in the headquarters agreements and the General Convention on Privileges and Immunities of the AU;
- To follow up issues relating to international legal matters;
- To ensure that the legal interaction between the organs of the Union and Member States, other organisations, individuals and other legal entities are regulated in such a manner that the interests of the AU are safeguarded;
- To undertake investigations and prepare reports on special legal problems.

3.2 The Deputy Chairperson

1. The Deputy Chairperson shall, in the discharge of his/her responsibilities, be accountable to the Chairperson. He/she shall have, inter alia, the following functions:

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| (a) To assist the Chairperson in the exercise of his/her functions; |
| (b) To exercise the functions delegated to him/her by the Chairperson; |
| (c) To shall be in charge of the administration and finance of the Commission; |
| (d) To act as Chairperson in case of death or permanent incapacity of the latter, pending the appointment of a new Chairperson; |
| (e) To act as Chairperson in the absence or in case of temporary incapacity of the latter. |

2. In case of absence, death, temporary or permanent incapacity of the Deputy Chairperson, the Chairperson shall, in consultation with the Chairperson of the Assembly, appoint one (1) of the Commissioners to act as the Deputy Chairperson, pending the return of the incumbent or the appointment of a new Deputy Chairperson, as the case may be.

3. The office of the Deputy Chairperson is composed of: the Bureau of the Deputy Chairperson; Directorate for Administration and Human Resources Development; Directorate for Programming, Budgeting, Finance and Accounting and; Directorate for Conference Services.

3.2.1. Directorate for Administration and Human Resources Development

Mandate

The mandate of the directorate is to plan, develop and manage human resources for optimal organisational performance and to implement action on staff policies and regulations; provide efficient and timely core services, procure and manage human resources for all directorates and offices of the Commission in order to facilitate their smooth functioning.

Core Functions:

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| - To initiate and develop administrative rules and procedures; |
| - To promote awareness of best practices in administrative procedures; |
| - To initiate, propose and manage human resource policies, taking into account gender and other considerations; |

- To ensure a fair and efficient performance appraisal system, including enforcement of staff discipline;
- To develop and manage policy on medical services as well as provide effective outpatient clinical services drawing on adequate diagnostic services;
- To initiate, develop and manage a reliable management information system policy;
- To design and manage a reliable transport system;
- To design and manage a current and reliable inventory system;
- To refurbish, build and maintain buildings;
- To initiate, manage and maintain an effective security system for property and staff;
- To initiate, design and manage modern library services;
- To design and maintain an archival system for the AU Commission and other AU organs;
- To provide an efficient registry service;
- To ensure a smooth coordination framework for the administrative staff.

3.2.2. Directorate for Programming, Budgeting, Finance and Accounting

Mandate

The mandate of the Directorate is to mainly deal with planning, developing and implementing financial accounting policies and policy to execute budgetary programmes, rules, regulations and procedures. The directorate also collects and manages statutory and other funds owed to the African Union to ensure inter-departmental coordination in programming and the budgetary process, as well as to assess the efficiency and effectiveness of programmes in realising organisational goals and objectives.

Core Functions:

- To prepare integrated programmes of overall operational activities and projects;
- To prepare and issue instructions relating to budget preparation;
- To conduct and monitor the process of budget preparation;
- To prepare the programme budget of the Commission and follow up its implementation;
- To organise coordination meetings on programming and budgeting;
- To propose training programmes relating to programme designing, programme coordination and budget preparation;
- To manage the programme budget of the Commission;
- To initiate, propose, manage and implement financial policies;
- To develop and maintain financial and accounting rules and procedures;
- To promote awareness of best practices in financial management and internal financial control systems;

- To initiate and take necessary actions to collect funds of and for the African Union;
- To control budget execution and process payments;
- To invest excess liquidity as authorised;
- To facilitate the conduct of external audit;
- To ensure effective implementation of Financial Rules and Regulations;
- To ensure safe custody of all liquid assets of the Union;
- To ensure prompt recovery of all receivables owed to the Union;
- To produce periodic financial and budget execution reports and annual financial statements, in accordance with Financial Rules and Regulations.

3.2.3 Directorate for Conference Services

Mandate

The mandate of the Directorate is to provide, plan and manage conference services for the AU Commission and, when necessary, for other organs of the Union as well as to print and reproduce all documents of the AU Commission.

Core Functions:

- To plan, organise and service conferences and meetings of the AU and its organs;
- To determine and provide such conference needs as interpretation, translation, editing and proof-reading of policy and technical documents, as well as reports;
- To print and reproduce all documents of the Commission;
- To develop a system for the efficient storage, control and distribution of documents before, during and after conferences and meetings of the AU;
- To identify the technical and material resources needed to service conferences;
- To ensure that there are venues and documents for meetings;
- To circulate documents for meetings and conferences;
- To ensure safe keeping of documents.

3.2.4. Medical Services Directorate

Mandate

The Directorate of Medical Services is under the Bureau of the Deputy Chairperson and is an outpatient polyclinic that provides curative, preventive, and acute care/observation services to the AU staff and registered dependents, AU consultants, African diplomats accredited to Ethiopia and the AU, AU delegates and consultants. It also administers the Medical Assistance Plan and/or medical insurance within the AU Commission and regional offices.

Core Functions:

- To provide continuing, comprehensive full-person curative, health promoting and preventive services for employees and dependents of the AU, African diplomats in Addis Ababa and delegates to AU meetings;
- To provide medical coverage to participants during AU conferences, meetings and Summits;
- Medical examinations for pre-employment and assessment for AU Commission, biennial medical assessment of AU personnel prior to renewal;
- Technical assistance in planning, running and maintaining health services for AU peacekeeping missions.

4. DEPARTMENTS AND THEIR FUNCTIONS

4.1. Department of Peace and Security

Mandate

The Peace and Security Department (PSD) of the Commission of the African Union provides support to the efforts aimed at promoting peace, security and stability on the continent. Currently, the PSD's activities focus on the following areas:

- Implementation of the Common African Defence and Security Policy;
- Operationalisation of the Continental Peace and Security Architecture as articulated by the Protocol Relating to the Establishment of the Peace and Security Council of the AU, including the Continental Early Warning System and the African Standby Force;
- Support to the efforts to prevent, manage and resolve conflicts;

- Promotion of programmes for the structural prevention of conflicts, including through implementation of the African Union Border Programme;
- Implementation of the AU's Policy Framework on Post-Conflict Reconstruction and Development;
- Coordination, harmonisation and promotion of peace and security programmes in Africa, including with the Regional Economic Communities/Regional Mechanisms for Conflict Prevention, Management and Resolution, the United Nations and other relevant international organisations and partners.

The Department comprises of four divisions namely:

a. The Conflict Management Division

The Conflict Management Division (CMD) focuses on the operationalisation of some of the aspects of the African Peace and Security Architecture (Continental Early Warning Systems, the Panel of the Wise, the Memorandum of Understanding between the AU and the Regional Economic Communities/Regional Mechanisms for Conflict Prevention, Management and Resolution). The CMD supports and coordinates activities relating to conflict prevention and management, as well as to post-conflict reconstruction and development. The CMD supervises and coordinates the work of the AU Liaison Offices on the ground.

b. The Peace Support Operations Division

The Peace Support Operations Division (PSOD) works towards operationalisation of the African Standby Force and the Military Staff Committee, including elaboration of relevant policy documents and coordination with relevant African structures and AU partners. The (PSOD) also plans, mounts, manages and supports AU peace support operations.

c. The Peace and Security Council Secretariat

The Peace and Security Council Secretariat provides the operational and administrative support required by the Peace and Security Council (PSC) to enable it and its subsidiary bodies to perform their functions effectively. The Secretariat also acts as the builder and custodian of the institutional memory on the work of the (PSC) and facilitates its interaction with other organisations/institutions on issues of peace and security.

d. The Defence and Security Division

The Defence and Security Division is in charge of issues relating to arms control and disarmament, counter-terrorism and other strategic security issues, including security sector reform. This division also addresses long-term crosscutting security issues.

4.2. Department of Political Affairs

Mandate

The Department of Political Affairs has remained the core department in the Organisation of Africa Unity (and the African Union) since its inception in 1963. The mandate of the department is to contribute to the emergence of a political environment within and among African countries as well as at the international level that is conducive to bringing about sustainable development and accelerating economic integration of the continent.

The main objectives of the Department of Political Affairs include to:

- Advocate for and assist in ensuring that all African countries respect human rights;
- Work towards emergence of democratic institutions and sustained popular participation throughout the continent;
- Encourage transparency and accountability in public affairs, political, economic and cultural areas with a greater involvement of the civil society and the private sector;
- Devise ways and means of finding durable solutions for problems of refugees and addressing the causes and symptoms of humanitarian crises;
- Monitor election processes on the continent.

Core Functions:

- To develop common positions in the political field for use in international negotiations;
- To monitor implementation of common policies by Member States;
- To prepare reports for monitoring and tracking progress on democratisation, good governance and electoral processes;
- To disseminate reports and share best practices;
- To develop an effective early warning system for predicting population displacements;
- To gauge the socio-political impact of international developments on Africa;
- To develop and monitor policy on popular participation in the activities of the Union;
- To monitor implementation of international humanitarian law by Member States;
- To monitor the situation and flow of refugees and displaced persons in Africa;
- To collaborate with other AU institutions to ensure harmonisation of activities.

The Department has six main branches and offices, namely:

- Democracy, Governance, Human Rights and Elections Division whose main functions are to strengthen the African Commission on Human and People's Rights and to strengthen capacity for supporting democratic processes in AU Member States;
- Humanitarian Affairs, Refugees and Displaced persons Division with the core mandate of providing assistance in collaboration with other departments and relevant agencies/organisations to refugees, displaced persons and victims of humanitarian crises;
- Permanent Observer Mission of the African Union to the United Nations in New York whose mandate is to develop and maintain constructive and productive institutional relationships between the African Union and United Nations institutions as well as to promote a common view within the 'African Group' in international negotiations;
- The African Union Representational Mission to the United States of America in Washington whose mandate will be to develop, maintain and undertake resource mobilisation and consolidate constructive and productive institutional relationships between the African Union and Africans in the diaspora, the Bretton Woods institutions as well as with the Government of the United States of America through marketing of the AU;
- The African Union Mission to the Southern Africa Region in Lilongwe, Malawi with a mandate of representing the AU in the Southern Africa Region as well as developing and maintaining constructive and productive relationships between the AU and Member States in the region as well as SADC and COMESA;
- The African Commission on Human and People's Rights in Banjul, The Gambia, whose mandate is to monitor, promote and protect human and people's rights in Member States by developing and maintaining constructive and productive relations between the AU and Member States.

4.3. Department of Infrastructure and Energy

Mandate

The mandate of this department is to enhance regional and continental efforts for accelerated integrated infra-structural development and effective and sustainable deployment of energy resources.

Core Functions:

- To coordinate and harmonise policies on road, rail, air and maritime transport;
- To monitor and track implementation through the RECs;
- To harmonise communication policies on telecommunication, Integrated Compliance Information Systems, post and meteorology;

- To promote common policies for the development of private sector initiative in the tourism industry;
- To coordinate and harmonise policies and programmes on energy development;
- To ensure availability of policies, strategies and programmes covering all aspects of intra-African and international cooperation in the sectors of transport, communication, tourism and energy;
- To ensure availability of research findings on the improvement of infrastructure and services;
- To ensure logistical support for workshops, seminars and meetings of Member States on sector matters;
- To ensure availability of reports on developments in the infrastructure and energy sectors;
- To collaborate with AFREC and other specialised agencies;
- To collaborate with NEPAD and CSSDCA in order to ensure harmonisation of activities.

4.4. Department of Social Affairs

Mandate

To serve as a focal point for planning, developing and harmonising continental and regional policies, programmes and projects concerning labour and social development and culture with the view to building up capacities and promoting African integration and solidarity.

Core Functions:

- To initiate and harmonise the social policies of Member States;
- To monitor and track implementation of programmes and projects emanating from common policies in health, labour and social issues in Africa;
- To formulate and harmonise policies on matters of population and development as well as to assist Member States in developing and implementing appropriate population policies and strategies;
- To develop and harmonise policies on health, nutrition and environmental hygiene;
- To identify emerging social issues that may have an impact on the overall development of Africa;
- To establish modalities that will assist Member States address challenges posed by migration;
- To prepare common strategies and compile best practices for combating major health challenges;
- To develop and harmonise common labour policies in order to enhance productivity in Africa;
- To develop strategies for establishing an African Labour Market and Labour Exchange;
- To initiate action for formulating common drug control and related crime prevention policies and strategies as well as to implement the AU plan of action on drug control;
- To promote the African and international drug conventions and related legal instruments on drug control and crime prevention;

- To integrate drug control measures and other social programmes into the NEPAD strategy;
- To promote alternative programme development to stem the cultivation of Cannabis;
- To develop, harmonise and monitor activities relating to HIV/AIDS, tuberculosis and other related infectious diseases.

4.5. Department of Trade and Industry

Mandate

The mandate of this department is to contribute towards making Africa a significant and competitive trading partner in the global economy as well as an integrated trading bloc within the continent. Furthermore, by initiating policy measures and strategies, the portfolio will also contribute to the structural transformation of the continent by diversifying and modernising production structures through self-sustained industrial development.

Core Functions:

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| - To coordinate formulation and implementation of trade policies with the RECs and to promote inter and intra African trade including reform and follow up of all African trade; |
| - To harmonise policies on industry, trade, tariffs and non-tariff barriers and immigration across the RECs; |
| - To network with non-governmental entities such as the chambers of commerce at regional level, industrial associations, exporters, importers and NGOs in order to ensure fair trade; |
| - To provide backstopping support for AU Member States in global trade negotiations; |
| - To monitor global trends in trade and analyse their impact on Africa; |
| - To organise, develop and maintain a trade policy data-base and documents on common positions taken by RECs with the aim of harmonising these positions at the continental level; |
| - To develop and harmonise policies and instruments for the free movement of persons within the Union and work towards a common African Union citizenship and residency status among Member States; |
| - To encourage and support the participation of civil society organisations in trade and industrial activities; |
| - To promote inter and intra African trade. |

4.6. Department of Rural Economy and Agriculture

Mandate

The mandate of the department is to initiate and promote policies and strategies that can contribute to the

development of rural economy, particularly through improvement of agricultural productivity and growth of the sector as a whole. It is also charged with promoting measures that will contribute towards enhancing environmental sustainability.

Core Functions:

- To promote and coordinate strategies as well as initiatives for development of the African rural economy among the RECs and specialised institutions and centres working in this field;
- To initiate, propose and coordinate policies and programmes for the development of production capacities (agriculture, livestock, and fisheries) with the aim of ensuring food security in the African continent;
- To promote and facilitate development initiatives of rural communities, as well as coordinate efforts towards transfer of technologies;
- To organise and provide technical assistance to specialised institutions in the fight against desertification, drought and management of natural resources and environment;
- To coordinate RECs in their efforts towards harmonisation of initiatives to eradicate poverty and alleviate conditions faced by rural communities such as those pertaining to infrastructure and energy, rural women, processing of agricultural products by small-scale producers;
- To ensure effective and constructive participation of the Commission in regional and continental efforts towards sustainable development of the rural economy, as well as uplifting the standards of living and production capacities of rural communities;
- To follow up agricultural policies and strategies at RECs level and to promote their harmonisation;
- To organise and ensure participation of the Commission in agricultural research and the propagation of extension services in African countries;
- To initiate studies on climate change as well as promote collaboration among Member States in these activities;
- To initiate and coordinate cross-border water management projects

4.7. Department of Economic Affairs

Mandate

The mandate of the department is to initiate and promote policies and strategies that can enhance the coordination, harmonisation and facilitation of continental collective initiatives in economic integration. It will also undertake measures that will support investment promotion, mobilisation of development financing, building of common financial institutions, undertake econometric research and analysis as well as provide econometric statistics.

Core Functions:

- To develop policies and strategies for the acceleration of economic integration;
- To coordinate activities that relate to the promotion and development of the process of regional economic integration;
- To assist in promotion and development of the private sector and investments within and among Member States and RECs;
- To promote domestic savings in Africa as well international financial inflows to develop and establish continental financial institutions, including a common African monetary Union;
- To develop monetary and fiscal policies, including strategies that address the debt problem;
- To ensure coordination of development planning for African economies at both national and regional levels;
- To promote and facilitate economic policies affecting various stages of development among African RECs with a view to achieving the African common market;
- To interact with ECOSOCC and civil society;
- To mobilise resources for economic development and integration projects.

4.8. Department of Human Resources, Science and Technology**Mandate**

The mandate of the department of Human Resources, Science and Technology is promotion and coordination of human resources development and science and technology policies, particularly the use of ICTs by youth and all groups for the social and economic development of Africa. These policies will enhance the integration process through programmes and activities that are perceived by Member States as reflective of their priority developmental objectives and political stability.

Core Functions:

- To coordinate policies relating to human resources development, science and technology in Member States;
- To promote research in science and technology;
- To promote integration of ICTs into research and development;
- To strengthen cooperation in the field of education and training;
- To coordinate advancement of the development of the continent by promoting research in science and technology;

- To ensure promotion and strengthening in the use of information and communication technologies in socio-economic and socio-cultural development in Africa;
- To provide logistical support for science and technology;
- To participate in scientific research and make available reports emanating from this research;
- To promote the use of principles gleaned from best practices;
- To promote integration of youth in the development process of the continent;
- To encourage the interest of youth in science and technology;
- To provide secretarial services for the Scientific Council for Africa.

Chapter 5: The African Union Decision-making Process

- Initiation of decision making process-overview ●
- The Permanent Representatives Committee ●
- The Executive Council ●
- The Assembly ●
- Authentication of Decisions ●
- Types of AU Decisions ●
- The AU Policy Cycle ●

African Union Decision-making Process

Decisions of the African Union are normally the result of a long process initiated as a policy proposal by the Commission of the AU, a Member State or a group of Member States or other organs of the Union. Proposals are normally debated in an expert meeting followed by meetings of the Ministers in charge of the particular issue before it gets to the Executive Council through the PRC then to the Assembly of the Union.

Not all decisions follow exactly the same process or pattern. Some simple or urgent items can be put on the AU Summit agenda without going through the usual process. There are two principal decision-making organs within the African Union i.e. the Executive Council and the Assembly of the Union. The Assembly, which is composed of the Heads of State and Government, is the supreme decision making organ of the Union. Some decisions are made at the level of Executive Council, while others are made at the level of the Assembly. Decisions made at the level of the Executive Council include decisions on the budget and all other proposals with financial implications and decisions on legal instruments and appointment of elected officials, which are endorsed thereafter by the Assembly.

1. Initiation of decision-making process - Overview

Before the policy organs take any decision, the process starts either within the African Union Commission (the secretariat of the Union), other AU organs or from the Member States as policy proposals. The Commission can initiate proposals for consideration by other organs in accordance with Article 3 (2) (b) of the Statutes of the Commission. The Commission prepares all the necessary documents that elaborates on that policy or proposal including the agenda and programme of work and convenes a meeting of experts from the African Union Member States from the relevant sectors in their respective countries.

The experts meeting, which takes four to five days will debate extensively on the proposals and make recommendations that are submitted to the Ministers responsible for that particular sector. For instance, if the policy that is debated upon deals with health issues, the recommendations will be forwarded to Ministers of Health. The Ministers will then deliberate on the recommendations of the experts and may or may not agree with the recommendations, after which day they will be tabled before the Executive Council for approval. Most of the reports from ministerial meetings are submitted to the Executive Council for adoption however some proposals have to go through the Permanent Representatives Committee, which submits its recommendations to the Executive Council. Thereafter, the Executive Council tables the recommendations before the Assembly.

2. The Permanent Representatives Committee (PRC)

The PRC, which is composed of permanent representatives from all AU Member States acts as an advisory body to the Executive Council and prepares the work of the Executive Council. Its subcommittees prepare the work of the PRC. The PRC meets at least once every month at the headquarters of the African Union in

Addis Ababa, Ethiopia. The Chairperson of the PRC, in consultation with its Bureau and the Chairperson of the African Union Commission, prepares the provisional agenda of the PRC. However, Member States and other organs of the Union may also propose items for discussion. All PRC meetings are conducted in closed sessions, but from time to time, the PRC may decide to hold open sessions. The Permanent Representative whose country is the Chair of the Assembly chairs the sessions. The Chairperson is assisted by other members of the Bureau i.e. the four Vice Chairs whose countries are members of the Bureau of the Assembly and a Rapporteur. The same Member States who constitute the Bureau of the Assembly will also constitute the PRC and Executive Council Bureaus. The PRC takes decisions by consensus, or where there is no consensus by a two-thirds majority of Member States eligible to vote. Decisions on procedural issues are taken by simple majority of the Member States eligible to vote. The PRC makes recommendations, which only become decisions when they are adopted by the Executive Council.

3. The Executive Council

The Executive Council is composed of Ministers of Foreign Affairs of all AU Member States and meets twice a year in ordinary session. The Executive Council reports to the Assembly, prepares the sessions of the Assembly and determines the issues to be submitted to the Assembly for decision. Reports for ministerial meetings are adopted by the Executive Council without discussion unless there are contentious issues that require debate.

All draft decisions are submitted to the Executive Council for consideration. Initially they are submitted to its drafting Committee composed of fifteen Member States which examines and amends them where appropriate before submitting them to the whole Executive Council for consideration. Decisions are taken by consensus or where there is no consensus by a two-thirds majority of the Member States eligible to vote.

The agenda of the Executive Council consists of two parts: items that are adopted without discussion in which the PRC or relevant Ministers has reached agreement on and the items that require discussion before approval. After deliberation, the draft decisions and recommendations of the Executive Council are submitted to the Assembly of Heads of State and Government for consideration and adoption.

The Commission is expected to provide the financial implications before a draft decision is adopted. Ministerial meetings come up with reports and draft decisions, declarations or resolutions, which the Executive Council examines and adopts or submits to the Assembly for consideration and adoption

Decisions adopted by the Executive Council are authenticated by its Chairperson and Chairperson of the Commission and published in 'Official Journal of the African Union' in all AU official languages within fifteen days after signature and transmitted to all Member States, AU organs and the Regional Economic Communities (RECs).

4. The Assembly

The Assembly is composed of all Heads of State and Government and meets twice in ordinary sessions in January and July each year. It can also convene in an extra ordinary session at the request of a Member State.

Sessions of the Assembly are preceded by the Ordinary Sessions of the Executive Council and the Permanent Representatives Committee. The agenda of the Assembly consists of items decided upon by the Assembly at its previous session, items proposed by the Executive Council, Member States and other organs of the Union. The Provisional agenda of the Assembly consists of two parts, Part A and Part B (Rules of Procedure of the Assembly):

Part A- items which are adopted without discussion in which the Executive Council has reached agreement on, such as ministerial meeting reports;

Part B- items that require discussion before approval by the Assembly.

The Assembly also takes all its decisions by consensus or where there is no consensus, by a two-thirds majority of the Member States who are eligible to vote. The African Union Commission implements and follows up on the implementation of all the decisions. Before every session of the PRC, Executive Council and Assembly, the Commission prepares progress reports and an implementation table indicating the status of implementation of decisions, constraints and challenges encountered in implementing the decisions. The progress reports are submitted to the Executive Council and Assembly through the PRC. However, there is no consistent mechanism to track the implementation of the AU decisions by Member States at national levels.

5. Authentication of Decisions

The signatures of the Chairperson of the Assembly and the Chairperson of the African Union Commission authenticate decisions adopted by the Assembly. Those decisions are then published in all working languages of the Union i.e. Arabic, English, French and Portuguese in the 'Official Journal of the African Union' within 15 days after the signatures and are transmitted to all Member States, other organs of the Union and Regional Economic Communities (RECs). Decisions taken by the policy organs are binding on all the AU Member States, organs of the Union and RECs.

5.1. Types of AU Decisions

- ==> Charters, Treaties, Conventions and Protocols are legally binding if ratified by a Member State. They enter into force only after they have been ratified by a sufficient number (15) of Member States;
- ==> Decisions are binding on all Member States or relevant organs or individuals;
- ==> Regulations are procedures and rules that govern the implementation of a decision. They are applicable to all Member States that implement the decisions;
- ==> Declarations and resolutions are not binding but intend to guide and harmonise viewpoints of Member States.

Failure of any Member State to comply with any obligation under any instrument of the AU attracts sanctions that can be economic or political. They include, but not limited to:

- ==> Sanctions for failure to pay contributions;
- ==> Sanctions for engaging in unconstitutional change of government;
- ==> Sanctions for failure to comply with policies.

6. The African Union Policy Cycle

Stage	Forum	Description	Possible NGO Actions
1.	Member State or AU Commission proposal	Proposals are introduced by Member States or a department or directorate of the AU Commission, or other organs are referred to the Commission by the Executive Council	<ul style="list-style-type: none"> • Familiarise yourself with annual plans and Summit decisions; • Suggest proposals to Member States; • Offer technical assistance and relevant information to draft documents; • Organise brainstorming sessions.
2.	Experts group meeting	Most AU policy documents, treaties and programmes of action are scrutinised by a panel of experts appointed by the governments and the AU Commission	<ul style="list-style-type: none"> • Seek for invitations or nominate experts; • Interact with individual experts; • Offer to write short briefing papers; • Facilitate meetings; • Volunteer to draft reports; • Brief ACHPR special rapporteurs.
3.	Ministers meeting	After the panel of experts, a proposal is submitted to ministers	<ul style="list-style-type: none"> • Seek invitation to be part of delegation or lobby in the meeting's margins; • Brief ministers and officials while in home country; • Share position papers; • Talk to the press at national level what the proposal means.
4.	PRC full meeting or subcommittee	After the ministerial meeting, policy documents with budgetary implications go to the PRC and its subcommittees	<ul style="list-style-type: none"> • Brief chair, members and regional caucuses; • Offer suggestions on ways to fund the proposal; • Give regular briefings on your issues to PRC members to establish credibility
5.	Executive Council	After adopting a proposal, the PRC forwards it to the Executive Council of Ministers. Some decisions are only adopted at Executive Council level	<ul style="list-style-type: none"> • Highlight negative consequences of not adopting proposal; • Brief the press on importance of issues; • Brief regional caucus meetings; • Brief delegations and regional caucuses

Stage	Forum	Description	Possible NGO Actions
6.	Assembly	If approved by the Executive Council, and where necessary, a decision will be sent to the Assembly for final adoption	<ul style="list-style-type: none">• If issue not decided, continue to gather support;• If agreed, congratulate governments for taking bold and positive steps;• Set up a monitoring mechanism

Source: Adapted from *Strengthening Popular Participation in the African Union A Guide to AU Structures and Processes*, OSISA & Oxfam 2010

Chapter 6: The Union Government

The Union Government

Since the OAU was founded there has been debate among Member States over the framework for continental institutions and the balance between political and economic integration and national sovereignty. The early drive for a 'Union Government' for Africa led by President Kwame Nkrumah of Ghana was defeated at the 1965 Accra Summit of the OAU, and a quarter-century later the 1991 Abuja Treaty establishing the AEC endorsed a 'gradualist' approach, creating a distant time-table for the achievement of full integration. However, some Member States – and some African citizens – continued to lobby for integration to progress more rapidly. These debates contributed to the establishment of the African Union to replace the OAU – and have if anything become more demanding since the AU Constitutive Act was adopted. Pressure for a more integrationist legal framework for the AU led to the appointment of a committee of seven Heads of State, who presented a report to the July 2006 Banjul Summit. The AU Commission was then mandated to produce a more detailed report on the issues, and produced a 'Study on Union Government: Towards a United States of Africa', presented to the January 2007 Addis Ababa Summit. The Assembly then decided that there would be one central theme and agenda item at the Accra Summit in July 2007, a 'Grand Debate on the Union Government'. Ahead of the Accra Summit, members of the PRC and Executive Council met in May for a retreat, culminating in an extraordinary session of Ministers of Foreign Affairs, in Durban, South Africa, where the Union Government proposals were discussed. The delegations did not reach consensus.

The Assembly discussed the Union Government at the Accra Summit on 1–3 July 2007. The 'Accra Declaration' noted the need for common responses to the challenges of globalisation, for a consensus on shared values, and for the involvement of Africa's people and the African diaspora in the debate. In a compromise between those states that wanted to move quickly to the creation of a 'United States of Africa' and those that were more cautious, the Assembly agreed to accelerate the economic and political integration of the African continent, and accelerate the rationalisation of the RECs, and also to conduct an audit of the institutions and organs of the AU to review the challenges they already faced and make proposals on how best to move forward. A ministerial committee was appointed to work on these issues.

A panel of eminent persons was set up to conduct the 'Audit Review' and presented a long and detailed report to the January 2008 Summit on the functioning of the existing AU organs. Among the many recommendations made were that:

- > The Assembly should return to one annual meeting of Heads of State and Government and the term of the Chairperson should be two years.
- > The Executive Council should be renamed the Council of Ministers and be composed sectorally, with different ministers attending according to what is on the agenda.
- > The Commission should be reorganised to strengthen the authority of the chairperson. The chair and deputy chair should be elected six months ahead of the rest of the commissioners, and the chair should assign portfolios to the individual commissioners.

- > Implementation of AU decisions should be improved by ensuring that the first item on the agenda of each Assembly session is a review of previous decisions, by the establishment of National Commissions on AU Affairs and by the imposition of sanctions for noncompliance.

At the January and July 2008 Summits, the Assembly decided to postpone decisions once again. In January 2008, the election of a new Chairperson and Commissioners of the AU Commission went ahead according to the previous system, and the Assembly appointed a Committee of Twelve Heads of State and Government (Botswana, Cameroon, Egypt, Ethiopia, Gabon, Ghana, Libya, Nigeria, Senegal, South Africa, Tanzania and Uganda) to review the proposals made by the audit review. At the July 2008 Summit, the Assembly requested the AU Commission to present a report on the modalities for implementing the recommendations of the Committee of Twelve to the February 2009 Assembly, 'with a view to bringing the debate to a final conclusion' at that meeting. At a special session of the Assembly held on 1 February 2009, however, the Assembly decided only to transform the AU Commission into an AU Authority, with strengthened resources and powers, and to refer further decisions (such as a proposed reorganisation of departments) once again to the next Summit after further study of the necessary amendments to the Constitutive Act by an Extraordinary Session of the Executive Council.

The Executive Council met in Libya in April 2009, to consider the functions of the new AU Authority, the size of the Authority, the functions of the secretaries who would head the new departments, and the financial implications of establishing the Authority.

The Conclusions of the Executive Council's Extraordinary Session were modest. Ministers endorsed an expansion of the areas of competence of the AU Authority, which would replace the AU Commission, but left the structure of the Authority mostly unchanged from that of the Commission and did not follow the recommendations of the AU Audit Review to strengthen the powers of the chairperson. The Extraordinary Session also emphasised that the AU is 'a Union of independent and sovereign States; as such, it is an inter-governmental organisation and all its organs are of an inter-governmental nature. In all cases, the Assembly shall retain its right to delegate any function and/or power to any organ of the Union including the Authority'. The Authority has, however, been given the role of coordinating the AU position on key issues. These conclusions were endorsed by the Assembly during the June–July 2009 Summit, also held in Libya.

The long delays in finalising the proposals for the restructuring of the AU reflect not only technical differences about the best way of configuring the secretariat of the African Union and the powers that should be given to its different organs, but also philosophical differences among African leaders about the future direction of the continent, including concerns about the role of state sovereignty in a more integrated Africa. Almost all Africans welcome the drive for greater African integration, but some also fear that the creation of new institutions without broad consultation among Africa's people could result into less rather than more space for democratic participation in the work of the premier continental body.

African civil society organisations and parliaments need to engage in this debate. Fundamental questions remain unresolved about the structure and reach of Africa's continental institutions and the degree of protec-

tion for national sovereignty. The revision of the Constitutive Act that is underway provides opportunities for advocacy on issues such as when and how the AU structures may intervene in a Member State; on the priorities among the various challenges the continental structures should address; on the relationships between different AU executive organs and between those organs and the Pan-African Parliament; on the participation of civil society in the activities of the executive organs, including especially the PRC; on the legislative authority of the Pan-African Parliament, the system by which its members are chosen, and the participation of civil society in its work; and on the structure of ECOSOCC and its relations both with the AU executive organs and with other civil society organisations. These issues are too important to be left to technocrats and governments.

New Names of Departments within the reform of AUC

Peace and Security

New name: Peace and Common Defence

Conflict prevention and management, peacekeeping, terrorism, transitional crime

Political Affairs

New name: Political Affairs and coordination of common position on External Relations

Political cooperation, governance, elections, human rights, humanitarian affairs, free movement of persons, financial crimes

Infrastructure and Energy

Transport and energy infrastructure

Social Affairs

New name: Health and Social Affairs

Children, crime prevention, human trafficking, population, migration, labour and employment, sports and culture, epidemics including HIV and AIDS

Trade and Industry

New name: Trade, Industry and International Cooperation

International trade negotiations, trade, industry, customs and immigration, free movement of goods and services, tourism

Rural Economy and Agriculture

New name: Rural Economy, Agriculture and Environment

Agriculture and food security, livestock, water, desertification, natural resources, climate change

Economic Affairs

Economic integration, international economic cooperation, monetary affairs, private sector development, investment and resource mobilisation, poverty reduction, statistics

Source: Adapted from *Strengthening Popular Participation in the African Union A Guide to AU Structures and Processes, Part Three, The Union Government Debate*, OSISA & Oxfam 2010

Chapter 7: The Process of Meeting Organising & the AU Summit

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The Process of Meeting Organising and the AU Summit

1. Introduction

Different departments of the AUC in the execution of their technical and facilitation role continuously conduct meetings with Member States, development partners, various stakeholders and experts. This chapter outlines set procedures that guide these meetings. Some of these meetings are statutory, having been approved by the organs of the African Union, others, such as Experts meetings are non-statutory and are held as directed by the needs of the Departments' Annual Work Plans. This chapter deals mostly with the statutory meetings, which may be ordinary, extra-ordinary or special meetings. Where it is relevant and appropriate, procedures for preparing Ordinary AU Summits will also be discussed in details.

2. Mandate to Convene a Meeting

Statutory meetings are meetings that are sanctioned by the organs of the African Union and are approved by the Chairperson of the Commission. They are usually preset with dates and venues agreed upon at similar previous meetings. They are usually preset with dates and venues agreed upon at similar previous meetings. Extra-ordinary meetings, in contrast to preset ordinary meetings, may be held at the request of a Member State which nonetheless requires the agreement of two-thirds of the Member States of the African Union to the holding of such a meeting. The convening of these too will be processed through the organs of the African Union as usual.

Approval for holding an Extraordinary Session shall be obtained at least fifteen (15) days before the date of the meeting. A Special Meeting may also be held at the request of a Member State, without the requirement of the quorum as in extra-ordinary meeting mentioned above.

African Union Ordinary Summits are held twice a year and each Summit consists of three two-day meetings that always take place in the same sequence. Usually, there is a one-day break between these meetings. The Permanent Representatives Committee meets first, followed by the Executive Council of Ministers and then the Assembly of Heads of State and Government.

The decision to hold two Summits, which was taken at the June 2004 Summit, was meant to attend to issues that were not discussed in the previous Summit. As a rule, the January Summit takes place at the AU headquarters in Addis Ababa, Ethiopia. The June – July Summit is held in a different Member State each year. The AU can also convene extraordinary Summits at the request of the Chairperson or a Member State with approval by a two-thirds majority of the Member States.

3. Agenda of the Meeting

The provisional agenda of an Ordinary Session shall be proposed by the concerned/implicated Department (of the particular theme) in consultation with the Chairperson of the African Union Commission, based on the intended outcome of the meeting, however, relevant Development Partners and Member States shall be consulted and offered the opportunity to include items on the agenda which are relevant to the objectives of the meeting or conference. Items proposed by Member States shall be accompanied by relevant background documents as a requirement. As a policy, the agenda shall be made to consist of just enough items to permit adequate time to discuss them in the time available, thereby lead to a few decisions and recommendations that can be implemented, to a large extent, before the next meeting. There are however standard items including the following: Opening Ceremony, Election of the Bureau and Adoption of the Agenda, Adoption of the Work Programme, Any Other Business, Date and Venue of the Next Meeting and Closing Ceremony.

The agenda of an ordinary session shall be communicated to Member States no later than thirty (30) days before the opening session of the meeting. The agenda of an extraordinary session shall be communicated to Member States no later than fifteen (15) days before the opening session of the meeting, and shall comprise of only those items submitted for consideration in the request to convening the session.

The key organs that are involved in the preparation of Summits include the AU Commission and the PRC through their extensive collaboration to ensure the smooth running of the Summit. There are two aspects to the preparation of these meetings, i.e. the logistics at the proposed location and the substantive issues to be discussed.

The agenda for an ordinary session of the Assembly is in principle drawn up by the Executive Council. In practice, the PRC led by the 15-member bureau, which comprises the president of the AU and representatives of Member States elected by PRC, will direct logistical preparations and draw up a provisional agenda for the Summit meetings.

It is the responsibility of the AU Commission to distribute the draft agenda to Member States through their representatives in Addis Ababa at least 30 days before the Summit.

A typical agenda has the following items:

- Official Opening Ceremony
- Adoption of the Agenda and Organisation of Work
- Presentation and Discussion on the Theme of the Summit
- Reports (of the Executive Council, PSC, NEPAD, President of the Union, and any other representative of the Union that reports back)
- Item proposed by Member States
- Adoption of Decisions and Recommendations of the Executive Council

- Adoption of Decisions and Declarations of the Assembly
- Any other Business
- Date and Venue of the next Summit
- Closing Ceremony

4. Development of the Work Programme

The relevant department shall group items on the agenda in logical sequence into sessions that will form the Work Programme. The work programme shall then be discussed with the Chairperson of the meeting before finalisation and dissemination. The Department shall select, and inform in good time, all facilitators on the work programme, including panel discussants. Facilitators will be provided with relevant background documents to guide their facilitation.

5. Preparatory Arrangements for the Meeting

At the beginning of each year all departments shall produce a calendar of meetings to ensure adequate preparation for their conduct. As a matter of principle the number of meetings shall be kept to a minimum. The Ministers' conference is commonly a two-day session. It is preceded by a 2-day Experts' meeting. The Experts' meeting will deliberate the technical issues and set the agenda for the Ministers' conference, which in turn deliberates on the issues and comes up with decisions. Decisions from the Ministers' meeting are taken to the Summit of Heads of State and Government for endorsement as official decisions of Member States.

Arrangements of the meeting or conference shall be made well in advance of the date of the meeting to ensure that adequate notice is given to participants and that all logistics and resources for the meeting are mobilised. A Note Verbale, confirming the holding of the meeting, its objectives and the expected outcome shall be produced for ministerial meetings six months before the meeting to confirm the holding of the meeting. It shall be finalised three months before the meeting. This shall be translated into the official languages of the African Union and posted on the African Union Commission website.

For meetings held outside the African Union Commission secretariat, a Hosting Agreement shall be prepared three months before the meeting. Once the agenda has been agreed upon, the technical team of the particular department shall produce the Work Programme and a list of background documents, including Reports, to guide the meeting. A roadmap indicating deadlines for the production of the documents shall be produced five months before the meeting. These documents shall be finalised three months before the meeting and referred for translation into the four official languages of the African Union two months before the meeting. Each document shall be placed on the African Union Commission website as soon as it is completed.

The responsible Department shall collaborate with the Host Government to produce an Information Bulletin for participants which shall be translated into the official languages of the Commission and shall be posted on the AUC website at least three months before the holding of the meeting. In addition to placing them on the

website the meeting documents, agenda and work programme shall be sent out to the invited participants at least 30 days before the meeting to ensure that the later have enough time to read them and thereby facilitate their informed participation in the meeting.

An Aide Memoire shall be produced by the technical team of the department outlining the theme of the meeting, the objectives and expected outcome of the meeting. This shall be sent out to Member States at least three months before the meeting is held. Speeches and statements for the meeting shall be drafted and submitted at least ten days before the meeting.

6. Hosting Agreement

Meetings held outside the Commission's premises are held with the collaboration of the Commission and the Member State in whose country the meeting takes place. Normally the Member State will have offered to host the meeting. In this case a Hosting Agreement is signed between the African Union Commission and the hosting country. A standard agreement document exists in the Commission, Which is processed by the relevant Department responsible for the particular meeting, in collaboration with the AUC legal counsel, through the hosting country's diplomatic representative to the Commission. The Department, through its Director will ensure that the hosting country is aware of its obligations as outlined in the agreement, and is in agreement thereof. Where there are any queries, these will be discussed with the department and an agreement reached and signed. This process shall be completed at least three months before the meeting to allow for a second country to host the meeting if the original country was in any way constrained to execute the agreement.

For Ordinary AU Summits, additional logistical arrangements provided for by the host country include:

- Reception of all official delegates, starting from the Heads of State and Government and their delegations;
- To provide enough accommodation for all official delegates and other independent individuals attending the Summit;
- Ensure security, primarily of all Heads of State and Government and their delegations;
- Clearance of state/official aircrafts carrying Heads of State and Government and their delegations;
- Provide media facilities for journalists covering the Summit; The AU Commission and the host country usually set up media facilities to be used by the members of the press who are covering the Summits. In addition, different delegates and officials can use the media facilities to hold press conferences or to update and or give their views to the members of the press regarding the issues of the Summits.
- Make sure that there are enough health facilities for the delegates among other measures.

7. Preparatory Committee

A multi-disciplinary, inter-departmental committee shall be set up two months before the meeting to coordinate the arrangements of holding the meeting under the leadership of the Director of the Department in charge. This

committee shall regularly brief the Commissioner of the organising department on progress made.

8. Protocol Arrangements

The Department in charge of organising the meeting, through its Director, shall inform the Protocol Department of the AUC, in good time, about the nature, venue and dates of the meeting, including the kind of participants expected, to ensure that necessary arrangements are made by Protocol Department.

9. Press Coverage

The Department in charge of organising the meeting will liaise with the Press Department of the AUC and also with the Hosting Country to ensure that necessary press coverage for the meeting is provided.

10. Visa Processing

The department or the hosting country, where the meeting is held outside the AUC, will inform participants and facilitate the processing of visas for all official participants of the meeting, including external support staff. Normally participants will be informed where to obtain their visas before departure from their countries of origin. Arrangements for obtaining visas on arrival in the country of the meeting will be communicated where such facilities exist.

11. Security Arrangements

General security shall be provided for all participants and special security arrangements made for VIPs by AUC when the meeting is held at the AUC secretariat. For meeting held outside the African Union Commission secretariat, the security arrangements shall be the exclusive responsibility of the Government. The Government shall provide such protection, as it may deem necessary, for the security of the participants and the smooth running of the Conference. Regarding the internal security of the Conference Centre, the local security officers shall work in accordance with the established AU security procedures. Staff members of the Commission, in particular, shall be given freedom of movement within the Conference Centre in order to facilitate their work.

12. Evaluation Mission to Hosting Country

The AUC shall undertake an Evaluation Mission to the hosting country a month before the meeting to assess the availability of the facilities and other arrangement described in the Hosting Agreement to ensure that the meeting runs smoothly. Such evaluation mission will, among other things look at the adequacy of the meeting place, allocation of space for the secretariat and the press, protocol and reception facilities, hotel accommodation, transport system, and security arrangements. Visa requirements for participants will be discussed, and an agreement made to ensure the smooth movement of delegates and participants. A second visit may be made after the first if the findings of the first meeting so dictate.

13. Secretarial Services

The AUC will make arrangements for necessary secretarial services as required by the agreed languages of the meeting in accordance with the rules and regulations of the AUC. Where the meeting is held outside the AUC the cost of this service will be to the hosting country.

14. Criteria for Participation in Meeting

Depending on the nature of the meeting a profile of participants will be produced by the department to guide the invitation of delegates to the meeting. Member States will be encouraged to stick to the guidelines to ensure that relevant persons participate in the meeting. The Commission may admit to its meetings observers representing organisations that enjoy Observer Status of the African Union Commission or have a cooperation agreement with the African Union.

15. Invitation of Participants and Delegates to the Meeting

Invitation of participants to the meeting shall be done by the hosting country. Where the meeting is held at the AUC secretariat, the Department will, in consultation with the Chairperson of the meeting, where such a person has already been identified, send out the invitations.

16. Notice of Meeting

Meetings will normally be in the Work Plan of the Departments which shall be on the AUC website. In addition the relevant organising department in this case, will place the notice of the meeting on the AUC website in the official languages of the AUC, at least 60 days before the meeting is held. Such notice shall include the profile of expected participants, the venue of the meeting, the dates of the meeting, and a list of hotel accommodation available, including current rates and contact details. The confirmation of the holding of the meeting shall consist of a Note Verbale posted on the African Union Commission website and also sent to relevant Member State authorities, at least (30) days before the meeting for an ordinary session and at least (15) days before the meeting for an extraordinary session.

17. Registration and Accreditation of Participants

All delegates, participants, support and security staff for all meetings will be registered and provided with colour-coded identity passes. They will all be required to wear lapel-pins and identity passes for the entire duration of the meeting for security reasons. Apart from the official participants, only those members of organisations accredited to the African Union shall attend the meeting. The Legal Department of the AUC will guide the Department on which organisations are qualified to have observers at the meeting.

For Ordinary AU Summits, the host country issues all accreditations to the Summit after security checks done by its national security and intelligence departments. As such, it prepares a final list of the heads and members

of delegations from each Member State and other participants in order to make necessary preparations for all logistics.

17.1. Accreditation to Summits

Accreditation is the official process of getting authorisation to attend AU Summits. There are six types of accreditation:

17.1.a. Delegate Accreditation

This is the authorisation given to AU Member States. Each Member State is entitled to one head of delegation, usually the Head of State or Government plus four other people. However, it is common practice for Member States to bring larger delegations of officials from different ministries, especially the Ministry of Foreign Affairs and the Office of the President. These delegates can attend other meetings and be present during different parts of the Summit.

17.1.b. Observer Accreditation

Non-governmental organisations, non-African governments, UN agencies and other international partner organisations and institutions may be given accreditation to the AU Summits as observers. With observer status at the AU Summits, delegates do not have the right to speak or even the right to attend more than the opening and closing ceremonies of the Executive Council and Assembly sessions.

Civil society organisations wishing to obtain accreditation as observers to a Summit send their request to CIDO many weeks in advance of the meeting, so that the names of the individuals seeking access can be put on the list of those invited by the AU Commission held by the protocol department at the Summit venue. However, in practice this system is not advertised anywhere and the numbers who may be granted such assistance are likely to be limited. Luckily, other AU directorates and departments may also forward names of selected organisations to be given accreditation.

17.1.c. Staff Accreditation

Delegates of the host country as well as the staff of the AU Commission are given this type of accreditation.

17.1.d. Media Accreditation

This type of authorisation to attend the Summits is given to national and international press and other media institutions that wish to cover the proceedings of the Summits.

17.1.e. Security Accreditation

Security Accreditation is given to the members of security that are charged with ensuring the safety of all Summit delegates, especially the Heads of State and Government and their delegation.

17.1.f. Protocol Accreditation

Protocol Accreditation is issued to officers in charge of all protocol services during the Summit.

17.2. Badges

To ensure security and ease of identification of participants, all delegates are given unique badges. Apart from high-level delegates, there are two types of badges that are required at Summits. One is a security badge bearing the delegate's photograph; the other indicates the meeting that is being attended.

In general, the following types of badges are used:

- Heads of State and Government as well as Heads of delegations are issued with special golden pins that give them access to all venues and events;
- Foreign Ministers are issued with special silver pins in order to give them access to relevant venues and events;
- Other ministers are issued with special ministerial badges to give them access to relevant venues and events;
- Members of the Permanent Representatives Committee are issued with special PRC badges to identify them and allow them access to relevant venues and events;
- Other delegates are issued with delegate badges to give them access to relevant venues and events;
- Security officers are given specified security badges to give them access to allowed areas at the conference centre and other venues;
- Members of the press are given press badges to give them access to areas allowed for the press;
- Members of observer delegations are issued with observer badges to give them access to venues and events allowed for observers;
- Support staff from diplomatic missions are issued with support staff badges to give them access to areas allowed for support staff;
- Host country support staff are issued with designated badges.

18. Selection of Hosting Partner

Any Member State may offer to host a meeting of the Department. Development Partners recognised by the AUC may also host meeting of the department at an agreed place. The Legal department of the AUC will advise the Department on the eligibility of the country or partner to host the meeting based on the rules and regulation of the AUC. Where there is more than one country offering to host the meeting, the regional rotation formula will apply. Where neither country qualifies on the rotation basis, the Department in charge of organising the meeting will arrange for the offering countries to agree among themselves as to who should host the meeting.

19. Responsibility of Hosting Partner

These are indicated in the Hosting Agreement and made known to the hosting partner before the signing of the Agreement. They include conference premises and necessary equipment, flags and badges, communication facilities, hospitality and transportation, both International and local. The AUC will provide all other requirements of the meeting that are not within the Hosting Agreement unless the hosting partner offers to provide them. The hosting Government shall bear the additional expenses incurred by the Commission arising from the holding of the conference outside the secretariat of the Africa Union Commission. For meetings co-hosted with a development partner, a Memorandum of Understanding shall be produced with the assistance of the legal counsel and signed by the African Union Commission and the Partner.

20. Responsibilities of Departments of the AUC

The Commission shall be charged with the overall responsibility of organising, conducting and managing the meeting in accordance with the rules and regulation of the AUC, provide the background documents of the meeting, direct and participate in the production of the report of the meeting. The Commission shall provide all other resources, which are not provided by the hosting partner as agreed in the Hosting Agreement, unless the hosting partner offers to provide the same.

21. Medical Services

The hosting Government shall ensure that the venue has taken up, at its expense, a special accident insurance policy for all the staff members of the Commission covering the entire duration of the Conference as well as during transportation from Addis Ababa to the hosting country and back. The hosting Government shall provide medical facilities, adequate for first aid.

For emergencies, the Government shall ensure immediate transportation and admission of the participant to a hospital. The participant shall however be responsible for the payment of any medical expenses incurred. Where the meeting is held at the AUC secretariat, the AUC medical facilities will be available to participants in the circumstance indicated above.

22. Financial Arrangements for Participants

The hosting partner will arrange accommodation and prerequisite financial resources as indicated in the Hosting Agreement. The financial obligations for participants will be made known to participants by the Department, indicating as to whether the participant, the AUC, or the hosting partner will bear the cost of the meeting.

23. The Conduct of Meetings

- a. **Election of Bureau;** this item shall normally be on the agenda of the meeting. The Legal Department of the AUC will guide the chair in the conduct of this election according to the set rules of the AUC. The Legal Department of the AUC will provide information on who is eligible for election or re-election, as set out

in the rules and regulations of the AUC. The Bureau shall be composed of a Chairperson, three vice-Chairpersons, and a Rapporteur. Official participants of the meeting will conduct the election in a closed session. For Ministerial Meetings, members shall be elected on regional basis, having earlier agreed on which region will take which office on a rotational basis. Normally the country selected to host the meeting shall take the chair.

- b. Chairperson:** The persons elected to that position during the election of the Bureau shall chair meetings. These persons will chair the meetings until the election of the next Bureau. In the absence of the elected Chairperson, the person holding the position of first vice-chair will chair the meeting.

In the absence of both the Chairperson and the three vice-Chairpersons, the bureau will elect a Chairperson for that meeting from among themselves. For meetings of the department that do not have an elected bureau, the Commissioner of the department or her assistant, normally the Director of the department will chair the meeting or make arrangement for the same with the delegates of the meeting.

- c. Rapporteur(s):** For a meeting that has an elected bureau, the person elected as rapporteur will be the official recorder of that meeting. In his or her absence the bureau will elect a rapporteur from among itself or among the official delegates of that meeting, for the recording of that meeting. For meetings of the Department, the Director of the department shall provide a rapporteur for the meeting from among the secretariat or from among the official delegates of the meeting.

- d. Official Language(s) of the Meeting:** For Ministerial meetings of a continental coverage, the four official languages of the African Union, notably, English, French, Arabic and Portuguese will be used. For regional meetings, only those languages common to the region concerned will be used. In either case the African Union or the hosting country or both will provide translation resources. For meetings other than Ministerial meetings, official language used will depend on the needs of the participants. Where more than one language is used the Department in charge of organising the meeting will arrange for translation resources as necessary.

- e. Quorum of the Meeting:** Decisions and recommendations of the meeting shall only be binding if the meeting had attained a quorum of two-thirds of the Members States officially registered at the meeting. The Rapporteur, in consultation with the legal counsel of the African Union Commission shall record and report to the meeting the quorum status of the meeting.

- f. Opening Ceremony:** A separate official opening ceremony programme will be produced. This programme will be at the beginning of the meeting unless circumstances require it to be rescheduled.

- g. Official Announcements and Procedural Matters:** The secretariat of the Department in charge of organising the meeting will communicate with the Chairperson any announcement and procedural matters designed to guide the smooth running of the meeting. It will be the responsibility of the Director of the department or his/her designated assistant to guide the chair on procedural matters relevant to the meeting. A Note Verbale shall be prepared by the department and sent to all Members States and shall also be posted on the official website of the African Union Commission in the official languages of the African Union. The Note Verbale shall indicate the theme of the meeting, the expected delegates to the meeting, the place where the meeting was scheduled to be held and the dates of the meeting.

- h. Adoption of the Agenda:** The adoption of the agenda shall normally be the second item on the provisional agenda of the meeting, after the election of the bureau. The Chairperson will present the proposed agenda to the delegates at the beginning of the meeting for a brief discussion and then adoption. Items on the agenda may be deleted or modified. Normally no new items will be added to the agenda. Where modifications are proposed on the agenda, the Department will guide the chair as to whether or not there was enough background documentation to permit informed discussion of the modified topic(s). Member States shall be encouraged to comment on the provisional agenda communicated to them to ensure the department prepared background documents for any revisions proposed.
- i. Adoption of the Work Programme:** The Chairperson will present the proposed Work Programme, including procedural matters to the delegates at the beginning of the meeting for a brief discussion and then adoption. Normally no new items will be added to the Work Programme. Where modifications are proposed, the Department will guide the chair as to whether or not the modifications were feasible within the agreed period of the meeting.
- j. Presentation of the Work Programme in the Meeting:** Items on the agenda shall be presented in the meeting as oral presentations, with effective use of visual aides, panel discussions, which may be preceded by an introductory presentation, which may be oral or film/video. These will be followed by plenary session discussion from which decisions and recommendations will emerge.
- k. Points of Order:** During discussion of any matter, an official delegate may, at any time, raise a point of order. The Chairperson shall immediately rule upon the point of order. Any appeal against the ruling of the point of order shall immediately be put to the vote; otherwise the ruling of the Chairperson shall stand. A member raising a point of order may not speak on the substance of the subject matter under discussion.
- l. Adjournment of Debate:** During discussion of any matter, an official delegate may move for the adjournment of the debate on the item under discussion. In addition to the person who proposes the motion, one other delegate may speak in favour and one against the motion, after which the motion shall immediately be put to the vote.
- m. Closure of debate:** An official delegate may, at any time, move for the closure of debate on an item under discussion, whether or not any other delegate had signified the wish to speak. Permission to speak on the closure of the debate shall be accorded to only two delegates opposing the closure, after which the motion shall immediately be put to the vote.
- n. Suspension or Adjournment of a Meeting:** During the discussion of any matter, an official delegate may move for the suspension or adjournment of the meeting. No discussion on such a motion shall be permitted. The motion shall immediately be put to the vote.
- o. Order of Motions:** The following motions shall have precedence in the following order over all other proposals or motions before the meeting:
- (i) To suspend the meeting;
 - (ii) To adjourn the meeting;
 - (iii) To adjourn the debate on the item under discussion;

(iv) To close the debate on the item under discussion.

- p. Consideration of Reports:** The department in charge of organising the meeting shall prepare relevant reports of the meeting for presentation and discussion at the meeting. These will normally be an update on actions on the subject matter since the previous report if any. The reports will have been prepared by officers of the department directly related to the subject matter and, will be presented by the Commissioner or his/her representative.
- q. Voting Procedures:** Should any vote be required for the adoption of report or opinion, the legal counsel of the African Union shall guide the meeting on the procedure to be followed and which people were eligible to vote as per rules and regulation of the African Union Commission. Each Member State shall have one vote. Unless otherwise decided, voting shall be by show of hands. After the voting process has commenced, there shall be no interruption of the voting, except on a point of order by a delegate in connection with the actual conduct of the voting.
- r. Any Other Business:** Any official delegate to the meeting may raise items for discussion under Any Other Business. The department will guide the chair on the relevance of the raised item to the current meeting. Where the item may need to be referred to another forum for discussion the secretariat will advise the chair according.
- s. Selection of Venue and Date of the next Meeting:** The legal counsel of the African Union will guide the meeting on the selection of the venue of the next meeting. The secretariat will guide the chair on the most appropriate dates based on the rules and regulations of the African Union, and also based of commitments already on the calendar for the concerned persons and the secretariat.
- t. Adoption of the Report of the Meeting:** The official rapporteur of the meeting will present a summary of the report of the meeting to the delegates towards the end of the meeting for adoption. Any corrections made and verified by the delegates will be made and presented to the secretariat for finalisation and dissemination.
- u. Closing Ceremony:** A programme for the official closing ceremony will be produced by the secretariat of the department and circulated to the delegates a day before the closure of the meeting.
- v. Immediate Follow-up Action**
- i. Finalisation of the Report:** The Secretariat shall finalize the report of the meeting within two days of closing the meeting at the site of the meeting. To minimise expenses, the head of the secretariat will identify the relevant persons to finalise the report and release the rest to travel back home. The report shall then be translated into the official languages of the African Union within three days of concluding the meeting.
 - ii. Distribution of Harmonized Report or Outcome of the Meeting:** This shall be done within one week of concluding the meeting
 - iii. Evaluation Meetings:** These meetings shall be conducted and attended by all departments involved in the meeting within two weeks of concluding the meeting. The meetings shall analyse and document the strengths, weaknesses; opportunities encountered and prepare comprehensive recommendations to be implemented to improve on the next meeting.

- iv. **Follow-up on Meeting Recommendations and Decisions:** Relevant officers of the department shall commence follow-up actions on the decisions and recommendations of the meeting and regularly brief the Commissioner on progress made.

How Member States prepare for the Ordinary AU Summits ⁱ

The sequence of events in the preparation for AU Summits in civil law countries is usually as follows, with small variations.

The ministry of foreign affairs receives the agenda from its mission in Addis Ababa, and immediately organises, through its African Union branch, an internal consultation that is generally attended by the legal affairs branch, the international organisations branch and, according to the importance of the Summit, the general secretariat of the ministry and the office of the minister. The aim of this initial consultation is to provide the ministry with a more complete vision of the issues to be discussed during the Summit.

At the outcome of the consultation, a document is produced and presented to the minister. It contains the comments and suggestions made by the ambassador in Addis Ababa at the time of sending of the agenda. Following that, the ministry of foreign affairs dispatches the various technical documents to the technical ministries covering the proposed topics for their written comments.

An inter-ministerial consultation is then organised by the ministry of foreign affairs, in close collaboration with the office of the president of the republic and the concerned departments of the office of the prime minister, with a view to preparing a fact sheet for each item on the agenda and ensuring that the other ministries cover all the technical aspects of the items on the Summit agenda.

At the outcome of these two consultations, the fact sheets are gathered into a single file containing the draft position papers on each agenda item or, at least, on the items of particular interest to the country in question. The file is presented to the minister for approval.

After such approval is obtained, it is submitted to the president of the republic who provides a clear political orientation on each of the proposals contained in the file. (It may happen that the president gives instructions that are in total contradiction with the proposals put forward by the consultations organised under the aegis of the ministry of foreign affairs.) While the file is being prepared, the ministry remains in regular contact with the ambassador accredited to Addis Ababa for updates on the items on the agenda and opinions on the proposed positions. After it is prepared, the document is presented to the president for approval. The president submits it to his staff for an in-depth review, following which it is formally approved.

i. Towards A People-Driven African Union- Current Obstacles & New Opportunities, 2007. Chapter 3, page 19-20

In common law countries, the process is not dissimilar: Officials at the diplomatic mission in Addis Ababa transmit documents to the department of foreign affairs. The documents will be accompanied by a briefing document from the ambassador in Addis Ababa who also sits on the PRC. This briefing document contains observations on positions of other Member States on particular issues on the agenda.

At the department of foreign affairs, the document is referred to the relevant official who heads the AU/Africa affairs desk. The Africa affairs desk may comprise a team of six officers. They will be responsible for drafting the briefs. A director within the foreign affairs department holds a meeting within the department to chart a strategy. This includes identification of relevant departments to make inputs under the agenda items.

Depending on the issues, lead government agencies such as the department of justice/attorney general's office will be requested to submit the government's position on the relevant agenda item. The AD Department will give the governments agencies requested to make submissions a period by which inputs should be receive.

An inter-departmental meeting is held to discuss the submissions. The permanent secretary (or deputy) of the ministry of foreign affairs or director general/director within the department of foreign affairs will lead these meetings.

On an ad-hoc basis, the officials at the AD/Africa desk may meet with civil society to discuss specific issues that may be discussed at the Summit.

The Africa desk coordinates responses from other government agencies into a consolidated document.

This document is then transmitted to a senior official, either a director general or permanent secretary for approval; the minister of foreign affairs (but not usually the president) will sign off on the final document.

The foreign affairs ministry/department coordinates the delegation to represent the state at the Summit.

Once approved identical sets of documents are then transmitted to those who will be representing government at the Summit. Ideally, this is done approximately two weeks before departure to the Summit. Where documents are outstanding, this will be indicated in the prepared briefing documents.

In the case of the president attending the Summit, an advance team will visit the location to view premises.

Chapter 8: Civil Society Engagement

The African Union and Civil Society Organisations 

Engagement with the African Union 

The Institutional Spaces 

The Joint Spaces 

The Self-Created (Autonomous) Spaces 

The Invited Spaces 

Other Opportunities 

The nature of CSOs in development work is changing from the traditional direct and efficient service delivery. There currently is growing need for civil society to participate in policy processes, in order to bring about sustained long-term development and change alongside governments and other stakeholders. The increased attention on issues of governance, human rights, social inequality and poverty amongst others in Africa, has been the motivation for civil society to work on enlarging space for advocacy. Continued policy influence CSOs are beginning to yield especially at the National and Regional level in Africa, is a strong reason to build on the African CSOs' capacity to play a stronger role in the policy making forum at the Continental level.

The emergence of reformed and reform-minded institutions such as the African Union and bodies such as the Pan-African Parliament, processes such as the Africa Peer Review Mechanism and bold steps at consolidating democracy have all opened new opportunities and challenges for Africa's civil society.

Over the last few years, there has been the emergence of pan-Africa civil society organisations (NGOs, networks, alliances, coalitions and movements as well as think tanks and research centres) that have tried to engage directly with the AU on a diverse set of policy issues (HIV/AIDS, women's rights, Trade and Peace and Security). As the role and influence of these groups increase and become more important, maintaining and expanding future space for autonomous and direct civil society interaction with the AU will become critical. Due attention and space need to be given in the debate to identify opportunities and challenges for CSOs when using evidence to inform policy, share best practice, and build capacity in order to achieve better collaboration amongst CSO actors and the policy-makers.

1. The African Union and Civil Society Organisations

In its preamble, the Constitutive Act of the African Union stresses a 'common vision of a united and strong Africa' and the 'need to build a partnership between governments and all segments of civil society' '[...] in order to strengthen solidarity and cohesion among our people'. In addition, the African Union Commission, which is the secretariat of the Union, seeks to achieve an efficient and value adding institution that drives the African integration and development process in close collaboration with different stakeholders, including Member States, regional economic communities and African citizens.

1. The African Union understands civil society organisations as those entities, including but not limited to:
 - a. Social groups such as those representing women, children, the youth, the elderly and people with disability and special needs;
 - b. Professional groups such as associations of artists, engineers, health practitioners, social workers, media, teachers, sport associations, legal professionals, social scientists, academia, business organisations, national chambers of commerce, workers, employers, industry and agriculture as well as other private sector interest groups;
 - c. Non-governmental organisations, community-based organisations and voluntary organisations;
 - d. Cultural organisations
 - e. Social and professional groups in the African diaspora in accordance within the definition approved by the Executive Council. (Source: ECOSSOC Statutes)

Furthermore, the decision by African leaders to establish the Economic, Social and Cultural Council (ECOSOCC)² was a demonstration of the African Union's 'response to the calls for democracy and development from Africa's vibrant civil society institutions'. Aware of the rich and diverse human and institutional resources at the grassroots level, the continent's leaders were determined to build a 'Union that is people-oriented' and based on strong partnerships between the governments and all segments of the society.

However, AU policy-makers have recognised that AU-CSO relations cannot be limited to ECOSOCC; as such various bilateral forms of engagement are also utilised. These include the signing of memoranda of understanding between civil society organisations and the AU Commission or specific departments within it; granting of observer status to observe AU processes and meetings; pre-Summit consultative forums, and consultative meetings on specific agendas (Ikome 2008).

The African Citizens' and Diaspora Directorate (CIDO), located within the Office of the Chairperson of the AU Commission is responsible for following up on such participatory activities and serves as the official liaison office for civil society wishing to interact with the AUC, in addition to serving as the secretariat for ECOSOCC.

2. Engagement with the African Union

As the AU tries to understand the unique nature of African civil society organisations, the civil society also needs to understand the structures, as well as the challenges of engaging the AU while maintaining its uniqueness as an independent stakeholder.

There are various levels of engagement with the African Union, and one aspect of it was described in detail in Chapter 5- Decision Making Process- in the attempt to influence the ultimate decision making forum, known also as the AU Heads of State and Government Summit held bi-annually. The level of engagement and participation of African as well as International NGOs go beyond the above mentioned type of engagement. The process of collaborating with the Commission's different departments, the individual Member States whether through their Addis based representatives or at the national level; the different forums (experts, ministerial, and or other capacity building initiatives)- in all, these constitute engagement in the broader and multi-pronged sense, and various avenues exist with the continental institution to conduct these engagements.

There are four spaces/categories that members of the civil society can use to influence, impact and contribute to the African Union's decision-making process. They are:

a. The Institutional space

This is the space created by the AU itself. Any organisation of the civil society may be invited to attend AU

² The African civil society's legitimacy of engaging the African Union is found in the mandate of the ECOSOCC detailed in Chapter 2 or 3 for additional information

activities. Invitations can come from organs and institutions such as ECOSOCC, CIDO, the Pan-African Parliament and other African Union Commission departments.

- CIDO: Tasked with facilitating CSO affairs and ensuring their participation in the activities of AU organs through the various departments and forums among other tasks.
- ECOSOCC: established as a vehicle for building a strong partnership between governments and all segments of the African civil society, ECOSOCC is an advisory organ of the African Union composed of different social and professional groups of the Member States and its members have official status in the structures of the Union. By sending a delegation of five members to the AU Summits, ECOSOCC becomes an important channel to influence policies at the AU.
- The Pan-African Parliament: it is an advisory and consultative organ to the Union and has its secretariat in Midrand, South Africa, where it holds its regular sessions in November and March each year. Sessions are open to non-state actors and they organise direct interaction between parliamentarians and CSOs every year, which is an open discussion on any chosen topic.
- The Peace and Security Council: Article 20 of the Protocol establishing the Peace and Security Council states that the PSC “shall encourage non-governmental organisations, community-based and other civil society organisations, particularly women’s organisations, to participate actively in the efforts aimed at promoting peace, security and stability in Africa. When required, such organisations may be invited to address the Peace and Security Council”. As such, this is the main instrument calling for the participation of civil society actors in the AU’s peace and security architecture. The said article 20 was operationalised by the development of the Livingstone Formula in 2008, which set out the modalities for interaction between the PSC and civil society.
- Article 10 of the Protocol on the Rights of Women also establishes that the right to peace encompasses the right to participate in the creation and maintenance of this peace. Moreover, of note are policy documents such as the Post-Conflict Reconstruction and Development policy which explicitly highlight the role of civil society.

b. The Joint Spaces

Some civil society organisations jointly/or in close cooperation organise activities with the relevant AUC department and organs based on different thematic areas. For example, any organisation together with the AU can agree to come together and hold an event targeted at other CSOs and maximise the collaboration by working closely with the department in the AUC, with additional support from the particular division and or/ cluster of ECOSOCC, and representatives of the Member States who are chairing a particular group for a period of time, or have championed the issue at hand. (The Peace Day training as case study on pg 81.) This is a great way to give exposure for civil society working nationally to continental platforms for engagement, understanding of value added of engaging at the AU level and bring together civil society members and interlocutors to discuss and come to a consensus on various models, mechanisms and strategies for input and engagement with policy components.

Case Study

Peace Day and APSA Training

Oxfam International-Liaison office with the AU (OI-AU) participated in the Peace Day celebrations organised by the AU Commission on September 21st 2011. This was part of an overall collaboration between OI-AU and the Peace and Security Department of the AU Commission which included a programme of training and dialogue with civil society working in the area of peace and security. OI-AU, in partnership with Fahamu, sponsored 15 members of civil society/NGOs working in the area of peace and security to travel to Addis Ababa to visit the Peace and Security Department of the AU Commission, receive training on the African Peace and Security Architecture, and deliberate on the PSD/civil society relationship. (OI-AU, 2011)

c. The Self-Created (Autonomous) Spaces

These are spaces created by the CSOs themselves in organising autonomous activities related to AU issues and processes. For instance activities can be organised around themes such as peace and security, democracy and good governance, women's rights, freedom of movement among others. They can also prepare detailed analytical reports for the various policy-organs.

Case Study

African Common Position on the Arms Trade Treaty

Oxfam Interantional-Liaison office with the AU (OI-AU) organised a series of bi-lateral meetings with a number of African Ambassadors on the need for a globally binding Arms Trade Treaty (ATT) as well as a strong African Common Position ahead of the 2012 United Nations diplomatic conference to negotiate the ATT. These meetings were conducted together with the African Forum on Small Arms (AFONSA). In addition to policy recommendations, requests were made to Ambassadors to ensure civil society space at the subsequent Lome meeting on Small Arms and Light Weapons and the African Common Position in September 2011. In addition to these bi-lateral meetings, a roundtable bringing together a wider group of AU Member States' representatives was organised to collectively discuss some of the challenges in arriving at an African Common Position as well as the key issues and considerations that should be included in the common position such as risk assessment criteria for arms transfers. (OI-AU, 2011)

d. The Invited Spaces

Special committees (i.e.: African Committee of Experts on the Rights and Welfare of the Child) invite expert CSO actors to input in the technical debate as necessary and by invitation only. This level of involvement, however limited and dependent on the invitation and goodwill of the members of the particular entity, allows for a positive step in the right direction regarding contribution of invaluable information to the betterment of the final policy document. A similar process once instituted would be the associate ad-hoc participation of non-

qualifying members of the African and wider Civil Society in the ECOSOCC Clusters' work, as per invitation and needed (yet to be formalized).

e. Other Opportunities

In addition to the above-mentioned avenues, members of civil society organisations can also influence the AU decision-making process in the following ways by:

- Staying updated on activities of the AU by looking at the AU calendar of events and seeking information pertinent to the particular lobbying opportunity; Analysing each AU decision which will help them to know what is going on; Focusing on specific issues and have accurate information to be strategic and relevant; Knowing the countries that are influential and the countries that will be interested in the issues they propose to talk about (Power Analysis); Identifying countries in the relevant committees so as to do targeted advocacy and last but not least, checking the level of compliance by the various countries of the AU documents and use these documents for advocacy.

The African Union is made up of Member States; and engagement with the Union should go beyond the African Union Commission or other organs of the Union, such as with national governments in the various Member States:

- CSOs can monitor the decisions taken at the various Summits and determine whether these decisions are being complied with. They can then hold their governments accountable for commitments made, instruments signed and ratified but not complied with. The role of civil society has for long been proven to be very important in pushing for compliance with policies through identification of weaknesses and encouragement to governments to improve on their performances;
- Civil society organisations can also carry out independent monitoring of the activities of AU organs as well as those of AU Member States through a series of surveys and comparative analyses.(see SOTU case study below)

Case Study

State of the Union Coalition

The Purpose

The lack of effective implementation of international or continental standards and policies has a direct impact on human development and economic indicators. Thus impact is also the consequence of poor governance in Africa as well as weak capabilities of African citizens and civil society organisations to hold their Governments accountable for the decisions they take in multi-lateral spaces, particularly the AU.

The State of the union Coalition was formed in 2009 by ten organisations ⁶ in ten countries. It is a unique

6. For information on the organisations please visit www.stateoftheunionafrica.net

multi-sectoral monitoring group that is holding African Governments accountable for the ratification and implementation of African Union decisions. A key factor in their interest in the coalition is their frustration with the slow speed of integration of AU decisions and declarations into national policies, laws and budgets.

Currently, important policy debates concerning the livelihoods of African citizens do not involve broader public participation. Concerted public pressure and united political will are needed at both continental and national levels to make the AU a reality in the lives of ordinary citizens.

It urges compliance with fourteen specific policies ⁷ and standards adopted by the African Union. These policies and standards offer the greatest promise for fighting poverty, discrimination and injustice. The ten AU legal instruments and four policy frameworks have been selected in recognition of the tremendous opportunities they offer for eradicating poverty, promoting justice and realising political, economic and social rights in Africa. Unless the gap between policy and practice is addressed, the policies developed at the level of the African Union will have no impact on the development, fundamental freedoms and human rights enjoyed by African citizens.

7. The ten legal instruments are: The African Youth Charter; African Charter on Human and People's Rights in Africa; African Charter on Democracy, Elections and Governance; African Charter on the Rights and Welfare of the Child; African Convention on the Conservation of Nature and Natural Resources; African Union Convention on Preventing and Combating Corruption; Protocol to the African Charter on Human and People's Rights on the Rights of Women in Africa; Revised African Convention on the Conservation of Nature and Natural Resources; Treaty Establishing the African Economic Community; Protocol to the Treaty Establishing the African Economic Community relating to the Pan- AfricanParliament

The four policy frameworks are: The African Health Strategy 2007-2015; NEPAD Comprehensive Africa Agricultural Development Plan (CAADP); Abuja Call for Accelerated Action towards Universal Access to HIV/AIDS, Tuberculosis and Malaria Services by 2010; Maputo Plan of Action for the Operationalisation of the Continental Policy Framework for Sexual and Reproductive Health and Rights 2007-2010

Chapter 9: Non-State Actors Engaging the African Union

- Fahamu ●
- Friedrich Ebert Stiftung (FES) ●
- Institute for Peace and Security Studies (IPSS) ●
- Institute for Security Studies (ISS) ●
- International Committee of the Red Cross (ICRC) ●
- International Federation for Human Rights (FIDH) ●
- International Institute for Democracy and Electoral Assistance (IDEA) ●
- The Open Society Foundations of African Union Advocacy Program ●
- Oxfam International ●
- Plan International ●
- Save the Children ●
- The Solidarity for African Women' Rights (SOAWR) ●
- Disclaimer ●

CHAPTER 9

Non - State Actors Engaging the African Union

Since the African Union was created in 2002, there have been a growing number of non-state actors trying to establish relationships with different organs and institutions of the African Union in order to influence, in one way or the other, the decision-making processes of the continental organisation.

The increasing number of non-state actors engaging with the African Union has had an impact not only on development of policies and their implementation but also in popularising the AU among African citizens. This chapter looks at selected examples of organisations with AU-related programmes.



Fahamu

Fahamu is a non-governmental organisation that seeks to strengthen and nurture the movement for social justice in Africa by generating knowledge to serve activism, bridging the gap between theory and practice – Tuliwaza; creating learning for, by and across movements – Adilisha; amplifying Africa-centred voices, perspectives and solutions in policy and decision making at all levels – Utezezi and creating platforms for analysis and debate – Pambazuka. Fahamu's work is consistently interconnected, for instance, as the organisation works on creating platforms for Africa-centred advocacy through Utezezi, it continues to generate analysis through Pambazuka that spurs in-depth thinking and knowledge generation through Tuliwaza, in turn contributing to learning by and from the movements through Adilisha. It is this cycle and synergy that makes Fahamu uniquely placed to continue to grow networks for social justice and position itself to support change.

Established in 1997, Fahamu is distinctively placed as a pan-African organisation supporting and working collaboratively with social movements over the long term. Rather than imposing generic solutions to address the needs of and to strengthen movements, Fahamu is committed to ensuring that its interventions are relevant, timely and significant to the movements it serves. In addition, Fahamu's approach respects the collective leadership, self-determination and self-sustainability of its partners. Furthermore, Fahamu seeks to provide diverse and innovative approaches, tactics and resources to the social movements that it works with. With its expertise, access to information and networks, it seeks to enhance the access of transformative social movements to each other as well as to the processes, knowledge, skills, experience and platforms to strengthen their work. Fahamu has made a significant contribution to media and freedom of expression in Africa, using information and communications technologies. Its award-winning online publication, Pambazuka News, carries an in-depth analysis of African current affairs and provides a platform for social justice issues across the continent. In terms of its engagement with the African Union, Fahamu established in 2007 the AU Monitor Initiative to enable African civil society organisations to engage constructively with the African Union and its organs in the interests of promoting justice, equity and accountability through the provision of high-quality and timely information.

In the framework of engaging the African Union and its organs and institutions, Fahamu is involved in initiatives such as the campaigns led by the Solidarity for African Women's Rights and the State of the Union coalitions aimed at ensuring that African countries implement the various charters and protocols of the African Union they have ratified. Fahamu has established good working with various AU organs including the Peace and Security Department, the Gender, Women and Development Directorate, the Political Affairs Department and Citizens' Directorate among others.

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Friedrich-Ebert-Stiftung (FES) - AU Liaison Program

The Friedrich-Ebert-Stiftung (FES) was founded in 1925 as a political legacy of Germany's first democratically elected president with the following aims: furthering political and social education of individuals from all walks of life in the spirit of democracy and pluralism, facilitating access to university education and research for gifted young people by providing scholarships and contributing to international understanding and cooperation.

FES's Addis Ababa office is the focal point for continental issues and the contact office to the African Union with which it has signed a Memorandum of Understanding (MoU). Since 2007 FES Addis Ababa has been conducting series of training workshops for African Journalists and Editors on the African Peace and Security Architecture (APSA) and AU transformation. The aim of these workshops is to improve the awareness of African media and to provide first hand information on the AU and its security architecture. FES hopes that this will lead to a better perception of key issues by the public through better and critical reporting and, in the long run, to a more dynamic interaction between African journalists and key actors, based on contacts at AU headquarters. It is expected these capacity building activities will incite citizen discussion on the African Union developments. FES has also been conducting Interparliamentary dialogues bringing together national, regional and pan African parliamentarians to discuss issues related to the AU. The engagement with Members of Parliament is aimed at strengthening the democratic participation of Parliamentarians in the AU transformation processes and amplifying their role in the implementation/domestication of AU instruments. Furthermore, FES – AU has commissioned research resulting in various publications on key African Union topics. Following the signing of the MoU in 2011, FES is now working to broaden the scope of its AU work to include issues relating to achieving social & economic rights, fair trade, fighting poverty, promoting good governance and gender equality. To this effect, FES collaborates with the Department of Peace and Security, Communication and Information, the Pan African Parliament and the Office of Legal Counsel of the African Union Commission.

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Institute for Peace and Security Studies (IPSS) - AU Liaison Program

The IPSS vision is to be a premier institute of higher education for peace and security studies in Africa. Its mission is to promote peace and security in Ethiopia and Africa at large through education, research and professional development. The Institute enables skills development in conflict prevention, management and resolution as well as in peace building, and promotes the values of a democratic and peaceful society, by offering Masters and PhD programmes.

In addition to these programmes, the IPSS through its outreach programme, hosts conferences and panel discussions to disseminate research findings in the areas of conflict prevention, management and resolution, peace culture, peace building, security and related issues. It is engaged in promoting the spirit of cooperation and sharing of information between policy/decision makers, academia, civil societies and other stakeholders. The work of the IPSS emphasizes linking scholarly research with policy development through networking, educating for peace, developing and enriching students' inquisitive abilities, and fostering their creativity and personal interest in peace and security.

The IPSS also runs a joint programme with the African Union. The Africa Peace and Security Programme (APSP), is a joint initiative of the IPSS and the African Union Commission, Peace and Security Department, as endorsed by the AU Executive Council in February, 2010 (EX.CL/567 XVI). With the aim of building the capacity of the African Union, the Regional Economic Communities and member states, the APSP conducts research and provides training, to take up the intellectual challenge of peace and security in Africa. The programme also brings together research centres and institutions to support the African Union in its endeavour of African-led solutions to peace and security challenges on the continent.

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Institute for Security Studies (ISS) - Addis Ababa Office

The ISS is a pan-African applied policy research institute headquartered in South Africa with offices in Kenya, Ethiopia and Senegal. The ISS is an established think tank working in the area of African human security. It seeks to mainstream human security perspectives into public policy processes and to influence decision makers within Africa and beyond. The objective of the Institute is to add critical balance and objectivity by providing timely, empirical research and contextual analysis of relevant human security issues to policy makers, area specialists, advocacy groups, and the media.

In line with its objective, the ISS conduct researches and compiles reports for the African Union and the African community in general. ISS is also known for facilitating public discussions and seminars on pre and post African Union Summit agenda items and other major African issues. ISS also provides technical support in the areas of peace and security to the African Union, mainly to the Peace and Security Department as the

need arises by resourcing different meetings and providing reports. Although ISS has other offices in Africa, its Addis office coordinates all the other offices in order to ensure that the ISS is constantly working to address AU requests. In order to attain this, ISS works with the Peace and Security Council, Peace Support Operation Division and Political Affairs Department of the African Union Commission.

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International Committee of the Red Cross (ICRC) - Liaison office with the AU

The International Committee of the Red Cross (ICRC) is an impartial, neutral and independent organization whose exclusively humanitarian mission is to protect the lives and dignity of victims of war and internal violence and to provide them with assistance. Established in 1863, the ICRC is at the origin of the International Red Cross and Red Crescent Movement. It directs and coordinates the international relief activities conducted by the Movement in situations of conflict. It also endeavours to prevent suffering by promoting and strengthening humanitarian law and universal humanitarian principles.

The ICRC Delegation to the African Union (AU), based in Addis Ababa, works closely with the different organs of the AU and all its member states to draw attention to the needs of those affected by armed conflicts and other situations of violence, to promote greater recognition and much wider implementation of International Humanitarian Law (IHL) throughout Africa and raise awareness of ICRC's role and activities on the continent. The ICRC has also further strengthened its partnership with the AU through the secondment, since end 2009, of an IHL expert to support the activities the Peace and Security Department and related Divisions. Since the signature of the cooperation agreement in 1992, the ICRC has an official observer status to the AU, which has been granted by the organization of the African Unity (OAU).

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International Federation for Human Rights (FIDH) - Representation to the AU

FIDH is an international NGO established in 1922. It aims at defending all civil, political, economic, social and cultural rights, set out in the Universal Declaration of Human Rights. It acts in the legal and political fields for the creation and reinforcement of international and regional instruments for the protection of human rights and for their implementation. FIDH is a federalist movement that acts through and for its 164 member organisations in more than 100 countries. FIDH has some areas of prime concern including Freedom and capacity to act of human rights defenders; Universality of rights, in particular those of women and migrants; The effectiveness of human rights, in particular ensuring that all violators are called to account or Respect for human rights in times of conflict. The work in these areas occurs at national, regional and international levels through coordinated efforts between FIDH's national members and partner organisations.

FIDH deploys a large range of actions that have proved to be effective: urgent reactions, both public and confidential; international fact-finding, trial observation and defence missions; political dialogue; advocacy; litigation and public awareness campaigns.

In terms of advocacy, FIDH focuses on international and regional intergovernmental bodies such as the UN, EU, ASEAN, or AU. Along with offices in Geneva, New York, Brussels, The Hague, Bangkok and Cairo, FIDH has opened an office in Nairobi with a view to strengthen its interaction with AU institutions and NGOs' access to them. For many years now, FIDH advocates for the strengthening of the African Commission on Human and Peoples' Rights (ACHPR), the main body in charge of promoting and protecting human rights on the continent. To this end, FIDH constantly supports the participation of human rights defenders in the ACHPR's ordinary sessions, produces well-documented shadow reports, organises briefings on the human rights situation in Africa, provides Commissioners with its expertise on specific topics or uses the quasi-judicial mandate of the Commission. At the AU level, FIDH concentrates its efforts on increasing the interaction between human rights defenders and AU representatives and advocates for the development of a strong AU human rights strategy/ approach reflected in its main decisions. FIDH, which is at the origin of one of the pending cases before the African Court on Human and Peoples' Rights, also focuses on the strengthening of this Court, in particular by lobbying States for the ratification of its Protocol and for the guarantee of an effective access to the Court by individuals and NGOs. FIDH also intends to increase its advocacy towards Regional Economic Communities (REC) including ECOWAS and SADC.

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International Institute for Democracy and Electoral Assistance (International IDEA) - Liaison office with the AU

International IDEA has a long standing relationship with the African Union. Such relationship has culminated with the signing of a memorandum of Understanding (MoU) between the two organizations in Accra, Ghana, 30 June 2007. The MoU contains a detailed five-year Joint Action Plan which outlines the key programs of collaboration including: support to the implementation of the African Charter on Democracy, Elections, and Governance and its provisions, as well as the provisions of previous Charters and Declarations, promotion of democratic elections, strengthening of political parties, support to constitution building, and mainstreaming gender issues to promote the involvement of women. The focal points for IDEA-AU relationship is the Liaison office in Addis Ababa and for the AU-IDEA is the Department of Political Affairs. However, the adopted flexible framework of JAP calls for wide range of partnerships, involving all relevant AU departments and partners in the implementation of the plan.

The Liaison Office to the African Union: The mandate of International IDEA Liaison Office to the African Union is to ensure the smooth running of JAP. The office also shapes the relationship between IDEA at large and the African Union Commission and engages in dialogue with IDEA Member States and civil society organizations located in Addis Ababa, on how best to support the African Union.

IDEA Input: DPA/AU and IDEA Liaison Office jointly define needs, skills and resources which will contribute to the implementation of specified tasks. Together they develop coordination mechanisms, detail targets, work plans and timetables. IDEA inputs consist of human, financial, information, knowledge and technical resources, among others. Support to AU is based on IDEAs areas of specialization and the comparative experience and knowledge base.

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The Open Society Foundations - African Union Advocacy Program

The Open Society Foundations (OSF) works to build vibrant and tolerant democracies whose governments are accountable to their citizens. To achieve its mission, OSF seeks to shape public policies that assure greater fairness in political, legal, and economic systems and safeguard fundamental rights. OSF implements a range of initiatives to advance justice, education, public health, and independent media.

The AU Advocacy Programme of the Open Society Foundations plays the role of policy advisor to and an interface for the foundations and their partners on issues related to the AU. It promotes concerted African Civil society participation at the AU and works to promote domestic knowledge and understanding of AU policies and standards. The programme has been supporting a number of initiatives aimed at ensuring unified continental policies and guidance documents addressing widespread human rights and democracy concerns in line with OSF strategies and priorities, including:

Crisis response and early warning: We work with Civil Societies Organisations across Africa to bring to the attention of AU organs and institutions, potential and actual crises situations occurring in Africa.

Democracy, Governance, Human Rights and Accountability: We work on holding African governments accountable to the commitments they have made with regard to human rights, rule of law and democratic governance. In this regard we have been working towards the ratification and implementation of the African Charter on Democracy, Elections and Governance (ACDEG), on the African Governance Architecture (AGA) and Platform and Human Rights Strategy for Africa (HRSA), as well as the 2012 Year of Shared Values.

Citizenship, Statelessness, Migration, Freedom of Movement, IDPs and Refugees: We raise awareness and providing expertise on these issues, towards ensuring continental standard setting to protect vulnerable Africans. OSF has also published studies in these areas and we are working with our partner the Centre for Citizen's Participation in the African Union (CCP-AU) on a study of migration in Africa.

Civil Society and the AU: We work to capacitate civil society organisations to better engage with African Union organs and institutions.

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Oxfam International - Liaison Office with the African Union

Oxfam International Liaison office with the AU (OI-AU) works primarily to raise citizens' awareness of the African Union and engagement with its Commission. Functioning under Oxfam Pan Africa Program's Strategic Framework, the OI-AU is mandated to undertake the following:

a) Capacity building and support for African Civil Society Organisations (CSOs) as well as facilitation of access to the African Union organs and decision making forums, b) Engagement and support to the African Union Commission especially the Peace and Security Department, and c) Representation, support and contact management and liaison with the African Union for the pillars of the Pan Africa Program including: Gender Justice, Democratic governance, Economic Justice and Essential Services.

The OI-AU formally established in 2007 in Addis Ababa after the signing of an MOU with the African Union and through a host agreement with the Ethiopian Government, has many programmes aimed at AU engagement. Since its establishment, OI-AU in partnership with CIDO of the AUC has spearheaded the 'Understanding of the African Union' Training workshops as its flagship capacity building activity to foster knowledge of the African Union key structures, organs and policy space in African civil society. In the same vein, OI-AU has facilitated and conducted media and advocacy trainings to train African CSOs in the use of media together with advocacy techniques for an effective policy advocacy campaign with the African Union and its organs as well as the Regional Economic Communities (RECs). With the understanding that many CSOs actors across the continent do not have the physical access to the AUC and the knowhow to influence policy at the AU. Oxfam has also been offering the Pan-African in Residence (Secondment) Program, which allows selected candidates to come to Addis Ababa and gain firsthand experience in engaging the African Union for a three-month period. At the policy level, OI-AU has facilitated easy access to AU Summits, Ministerial and Experts meetings at the AU for CSOs and other partners by providing support to get accreditation, policy analysis, documentation and financial support. The office has also facilitated post Summit analysis with allies for future influencing moments. Apart from its many other policy-influencing activities, OI-AU has supported various organisations to hold face to face lobby and advocacy meetings with Addis Ababa based ambassadors on various issues including peace and security, economic justice, gender justice and governance. In all these efforts, OI-AU works mainly with the department of Peace and Security, CIDO, Communication and Information department, Political Affairs Department and Department of Rural Economy & Agriculture among others.

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Plan International - Liaison office with the AU

Plan International is an International NGO which is working with children, families, communities, government and civil society directly in 24 African countries. It can confidently claim to be the largest international NGO facilitating Child Centred Community Development in Africa. Plan International has a robust and long working relationship with the African Union and other African

Regional Inter-governmental institutions. This relationship was rewarded in 2009 with the signing of a Memorandum of Understanding (MoU) between Plan International and the AU. It also has an enriching working relationship with the AU African Committee of Experts on the Rights and Welfare of the Child (ACERWC), with an observer status with the ACERWC and the African Commission on Human and People's Rights (ACHPR). Plan International is strategically engaging the African Union and institutions on Child Rights, Child Protection, Education and Youth Empowerment. Plan International has just signed a hosting agreement with the Ethiopian government to set up its Pan Africa Program & AU Office which focuses on policy, advocacy and campaign on its strategic themes and drawing from its presence on the ground across Africa.

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Save the Children - Africa Advocacy Office

Save the Children is the world's leading independent organization working for children to create a world in which every child attains the right to survival, protection, development and participation. Save the Children has one of the largest presence of any NGO in Africa. Its engagement with the African Union is premised on its Pan-African Advocacy Initiative supported by 13 Save the Children members. Its Pan Africa Advocacy office headquartered in Addis Ababa through a host agreement with the Ethiopian government is led by the Africa Advocacy Director and a skilled team of Save the Children advocates and experts from Africa. Save the Children's Pan-Africa Advocacy Initiative helps organisations look beyond their national border and collectively work together to promote and protect children's rights across Africa. Save the Children helps to influence African policies, mechanisms and standards and encourage governments to implement and fund polices related to Save the Children's six global priority areas: Child Rights Governance, New Born and Child Survival (Every One), Humanitarian (ACE) , Child Protection, Education and HIV and AIDS.

For the past three years, the Pan-Africa Advocacy Initiative has been working with the African Union, child focused organizations and activists. In doing so, Save the Children rallies civil society throughout Africa on key issues at key moments such as at AU Summits and the Day of the African Child; participate in AU and Pan-African task forces, network and committees to lobby for children's rights; Train activists on how to use the AU instruments to hold governments accountable; Share learning and good practice and inform organizations on how they can advocate; Lobby and support the AU and the Commission by working together with the Department of Social Affairs and the African Committee of Experts on the Rights and Welfare of the Child. Save the Children has over time supported local civil societies in writing of alternative reports on child rights and linking the AU and national governments. Save the Children has positioned itself to enhance its work with the departments of; Peace and Security, Human Resource, Science and technology and Political Affairs on integrating child rights into their policy documents and initiatives.

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The Solidarity for African Women' Rights (SOAWR)

The Solidarity for African Women' Rights (SOAWR) is a continental network of more than 39 national, regional and international organisations and development partners committed and working to ensure the promotion and protection of women's human rights in Africa.

Established in 2004, the coalition has focused on enhancing the organisational capacity to advocate for the universal signing, ratification and implementation of the Protocol to the African Charter on Human and People's Rights on the Rights of Women in Africa.

Adopted in July 2003 and entered into force in November 2005, it is a critical African Policy document outlining the human right of women and girls in Africa. It became the fastest African Union instrument to enter into force due to efforts of various stakeholders including the SOAWR coalition. The Protocol is a powerful complement to other international and regional women's rights conventions, treaties and resolutions such as the Convention on the Elimination of All Forms of Discrimination against Women.

Considering the reality of the negative position and condition of women in Africa, SOAWR believes the Protocol provides a strategic tool for reversing the power relations, gender inequality and impoverishment of women in Africa for the betterment of all. The coalition's strength lies in the diversity of its membership and their expertise, which they lend to the coalition through active individual and collective actions such as advocacy and lobbying at different levels all over the continent.

Those actions at the African Union level include the following:

- To work closely with the AU's Women, Gender and Development Directorate to organise high profile lobby visits and meetings with Heads of State and Government, the AU Commission, Permanent Representatives Committee, the Pan African Parliament and Ministers to amplify voices of rural and urban women directly affected by poverty, exclusion and discrimination;
- To organise lobbying and consultations with relevant government officials, especially at the sidelines of AU Summits, for actions to be taken that mainstream the provisions of the Protocol in all national policy decisions, legislation, development plans, resource allocation, programs and activities

Disclaimer

It is important to note that the organisations profiled in this chapter have reviewed and confirmed the accuracy of the information listed above. It is also important to note that this does not represent an exhaustive list of non-state actors engaging the AU and that there are many more non-state actors including coalitions such as the Centre for Citizens Participation on the AU, Femmes Afrique Solidarité and the State of the Union, who actively engage the AU in their respective line of work.

Annex

African Union Representational, Specialised and Technical Offices

A. African Union Representational and Specialised Offices

1. Permanent Observer Mission to the United Nations - New York

The mandate of the permanent observer mission of the AU in New York is to develop and maintain constructive and productive institutional relationships between the AU and the UN institutions as well as promote a common view within the African group in international relations.

Core Functions:

- To assist in coordinating the activities of the African Group;
- To advise headquarters' on strategies for addressing emerging issues at the UN;
- To assist member states to adopt common positions in the UN;
- To circulate information on the AU and the UN;
- To assist the Commission prepare for UN activities especially for the UN General Assembly;
- To maintain contacts with UN agencies based in New York, including the UNDP and UNICEF;
- To follow-up on issues related to NEPAD at the UN level;
- To assist with procurement for the commission and other organs;
- To facilitate the exchange of information between the AU and the UN;
- To provide logistical and technical support to the African Group

2. African Union Permanent Mission to the United Nations - Geneva

Mandate

To develop and maintain constructive and productive institutional relationships between the African Union and United Nations institutions as well as to promote a common view within the African Group in international negotiations.

Core Functions:

- To assist in coordinating activities of the African Group;
- To advise Head Quarters on strategies for addressing emerging issues at the UN;
- To assist Members States adopt common positions in the UN;
- To circulate information on the AU and UN;
- To assist the Commission prepare for the UN activities in Geneva;
- To follow-up on AU/UN Programmes of Cooperation;

- To maintain contact with UN agencies based in Geneva;
- To follow-up on issues relating to NEPAD;
- To assist with procurement for the Commission and other Organs;
- To inform on AU activities;
- To facilitate the exchange of information between the AU and the UN;
- To facilitate follow-up and work in all related agencies;
- To assist in liaising with the Africans Diaspora in Europe.

3. The African Union Mission to the United States of America – Washington DC

Mandate

To develop, maintain, undertake resource mobilisation and consolidate constructive and productive institutional relationships between the African Union and Africans in the Diaspora, the Bretton Woods Institutions, as well as with the Government of the United States of America through marketing of the AU

Core Functions:

- To assist in coordinating activities of the African Group in the Americas;
- To advise head quarters on strategies of addressing emerging issues in the Americas;
- To assist Member States adopt common positions in their relationship with the Americas;
- To circulate information on the AU in the Americas;
- To assist the Commission prepare for meetings with Congress, Bretton Woods Institute and the Organisation of American States;
- To build a political constituency and support for Africa in the Americas;
- To monitor political developments of concern to Africa in Americas;
- To establish working relationship with the Organisation of American States;
- To maintain contact with the various political pressure groups and pro-Africa Groups;
- To coordinate activities of the African Group in Washington D.C.; regarding contacts with the Congress of the United States, the World Bank and IMF; and to mobilise support for Africa's development efforts;
- To constantly liaise with the Congressional Black Caucus and other groups that are sympathetic to Africa, in their activities to advocate policies that will help shape and influence progressive policies towards African countries;
- To submit briefs on the activities of the AU, and of the African Group in Washington D.C.;
- To inform on a constant basis, American popular opinion about Africa, and about its issues of concern;
- To provide regular information which influence Congressional decisions and other decision-makers on Africa;
- To counter when necessary, media distortions of developments and events in Africa;
- To disseminate information on activities of the AU, and of its Member States;
- To follow-up activities and programmes of the World Bank and IMF which are of interest and concern to Africa;
- To assist with procurement for the Commission and other organs;
- To follow-up on issues relating to NEPAD, CSSDCA, Gender and other cross-cutting programmes;

- To support the African course;
- To sensitise the communities in the diaspora;
- To promote a positive image of the AU in the Americas.

4. Permanent Mission of the African Union to the European Union and the African, Caribbean and Pacific Group of States (ACP) - Brussels

Mandate

To develop and maintain constructive and productive institutional relationships between the African Union and the European Union institutions, and the ACP Secretariat as well as to promote a common view within the African Group in international negotiations.

Core Functions:

- To assist in coordinating activities of the African Group to build a political constituency and support for Africa in Europe;
- To advise Headquarters on strategies for addressing emerging issues at the EU;
- To monitor matters of concern to Africa in Europe;
- To assist member states adopt a common position with the EU;
- To follow-up on AU/EU programmes of cooperation;
- To assist the Commission prepare for meetings with the EU;
- To follow-up activities of other international organisations based in Brussels;
- To follow-up on issues relating to NEPAD;
- To assist with procurement for the Commission and other organs;
- To ensure regular consultations with stakeholders;
- To circulate information on the AU and EU;
- To facilitate the exchange of information between the AU and the EU;
- To provide logistical and technical support for the African Group;
- To assist in liaising with Africans diaspora in Europe.

5. African Union Permanent Delegation to the League of Arab States Cairo

Mandate

To represent the AU to the League of Arab States, foster closer cooperation between the AU and the League in the political, economic, cultural and social fields, as well as update the AU on developments at the League and vice versa.

Core Functions:

- To work towards the development and strengthening of cooperation between the AU and the League of Arab States in the political, economic, cultural and social fields;
- To forge closer links between the AU and the African diplomatic missions as well as other international organisations in Cairo;

- To produce periodic reports on major issues bearing interests to African countries;
- To increase the awareness about the AU and its activities to the League of Arab States and the African missions in Cairo;
- To build a political constituency and support for Africa;
- To follow-up and monitor political developments of concern to Africa in Arab countries;
- To follow-up on issues relating to NEPAD;
- To assist with procurement for the Commission and other organs;
- To ensure regular consultations with stakeholders;
- To facilitate the exchange of information between the AU and the League of Arab States;
- To participate in Africa-related consultations;
- To coordinate the activities of the African Group;
- To advise Headquarters on strategies for addressing emerging in the Arab League;
- To assist Members States for adopting common positions with the League of Arab States;
- To assist the Commission to prepare for meetings and consultations with the Arab League;
- To assist in liaising with Africans Diaspora in the Arab world

6. African Union Mission to the Southern Africa Region

The AU Southern Africa Regional Office in Lilongwe, Malawi was established in 2001 as a representational office of the AU to develop and maintain constructive and productive relationships between the AU and Members States in the region as well as SADC and COMESA.

Core Functions:

- To represent the AU in the Southern Africa region;
- To increase awareness about the AU, its mission and its work in the region;
- To establish working relationships with the Southern Africa region;
- To monitor political development of concern to African countries in the Southern Africa region;
- To ensure that Southern Africa activities on refugees, health, immigration and natural disasters receive quick attention from the AU;
- To support the exchange of info between Southern Africa countries and the AU and ensure regular consultations with the RECs in the region;
- To counter, when necessary, media distortions about development and events in Southern Africa;
- To follow up on issues relating to early warning systems in Southern Africa;
- To deal with issues that foster and promote cohesion, solidarity and unity;
- To liaise on and harmonise specific policies in geopolitical and socio-economic activities of the AU in the Southern Africa region;
- To spearhead, initiate and review the AU activities and policies taking into account the constant changing world trends;
- To promote unity, solidarity and enhance panAfrican spirit in the Southern Africa region;
- To participate in all other consultations of interest to the AU

7. African Commission on Human and People's Rights – Banjul (The Gambia)

Mandate

To monitor, promote and protect human and peoples' rights in Member States by developing and maintaining constructive and productive relations between the AU and Member States.

Core Functions:

- To execute the mandate of the Commission by ensuring the promotion, protection and supervision of the observation of human rights in Member States;
- To develop instruments and rules aimed at promoting human rights in keeping with the provisions of the African Charter on Human and People's Rights;
- To cooperate with other African and other International Institutions, including non-governmental organisations and civil society organisations, engaged in the promotion of human rights in Africa;
- To conduct research to appraise and inform decisions;
- To collect and gather documentation for dissemination to inform discussions;
- To popularise human and people's rights instruments and in particular, the African Charter on Human and People's Rights in Member States;
- To interpret any provisions of the Charter at the request of a Member State;
- To provide logistical support for meetings;
- To undertake investigations on complaints on human rights violations;
- To provide research framework for data collection in order to monitor and track progress on human rights;
- To provide a monitoring and reporting framework;
- To provide a regulatory framework for monitoring compliance to instruments entered into with Members States;
- To ensure availability of information for increased awareness raising on human rights.

B. African Union Scientific and Technical Offices

1. The Scientific, Technical and Research Commission (STRC), Lagos, Nigeria

Vision

The vision of the STRC is to coordinate and promote scientific and technological research and findings, and to serve as a clearing house for all scientific and technical activities of the continent through a sharpening of the overall national and regional development plans, strategies and policies in order to ensure full exploitation of national and natural resources for durable long-term growth and development.

Mandate

The specific mandate of the STRC include:

- Supervision of the sub-Regional offices and projects;
- Implementation of ascribed priority programmes of the OAU in science and technology for development;
- Organisation of training courses, seminars, symposia, workshops and technical meetings as approaches

to implementing its coordination mandate;

- Publication and distribution of specialised scientific books and documents of original value to Africa; and
- Servicing the various Inter-African Committees of Experts including the Scientific Council for Africa.

Core Functions:

- To coordinate programmes in applied research especially through the inter-African committees of experts;
- To identify funding for research projects of interest and training;
- To promote best practices emanating from scientific and technological development applications;
- To exchange and disseminate information and research documentation in the field of scientific and technological development;
- To organise training programmes and exchanges of researchers and specialists;
- To promote research partnerships and networks;
- To promote research in all relevant fields;
- To promote support to member states in the organisation of pilot projects;
- To develop research data for dissemination;
- To coordinate the initiation, preparation and the implementation of the programmes and activities of the scientific and technical offices.

2. The Inter-African Bureau for Animal Resources (IBAR)-Nairobi, Kenya

Vision

The vision of the emerging IBAR is to be the vehicle for the AU to develop an appropriate and independent expertise in the area of animal health and production for the alleviation of poverty of those involved in livestock farming and food security in member states.

Mandate

The mandate of IBAR is to provide integrated advisory service and capacity building that will enable Member States of the AU to sustainably improve their animal resources, enhance the nutrition and income of their people and alleviate rural poverty.

Core Functions:

- To coordinate the activities of AU member states in the area of animal health and production;
- To collect, collate and disseminate information in all aspects of animal health and production among Member States;
- To initiate and implement projects in the field of animal health and production;
- To collaborate and cooperate with appropriate member states, intergovernmental, regional and international organisations in matters of animal health and production;
- To harmonise all international legislative aspects of livestock development;
- To develop links with reputable universities and regional research institutions;
- To promote policies on poverty alleviation, emergency and relief interventions, and
- To promote trade and establish markets in livestock and livestock products.

3. Semi-Arid Food Grain Research and Development (SAFGRAD) Programme, Ouagadougou, Burkina Faso

Vision

The vision of SAFGRAD is to accelerate growth of agriculture by promoting the application of more productive technologies friendly to semi-arid environment.

Mandate

The mandate of SAFGRAD is to contribute to the advancement of agricultural research, technology transfer and marketing as well as the management of natural resources by facilitating and coordinating the use of the scientific talents of National Agricultural Research Center (NARCs), International Agricultural Research Center (IARCs) and Scientific Research Organisations (SROs) to enhance food security, promote sustainable agriculture, development of irrigation agriculture, both in rural and peri-urban areas of the semi-arid zones of Africa.

Core Functions:

- Promotion of food security programme through the development projects;
- Eradication of poverty by developing programmes that enhance technical transfer and commercialisation to generate employment and income;
- Post harvest processing to transfer farm produce into value-added products;
- Planning and implementing programmes that enhance production and development support services to increase production;
- The on-farm resource management to facilitate the diffusion of successful production and farm management technology packages that contribute to the sustainable use of resources (nutrient cycling), integration of cereals/legumes in livestock production systems;
- Technology transfer and commercialisation to facilitate the diffusion of technologies favouring generation of income, creation of employment and food security at the household level among participating countries. The program puts emphasis on the strengthening of women economic capacity and technology commercialisation;
- Dissemination to farmers and other end-users of technologies to facilitate the development of micro-enterprises and the generation of employment and income;
- Development of linkages and partnership between sources of technologies (NARS, IARCs, Universities) and users of technologies (farmers' association, NGOs)
- Documentation of success stories, lessons learned and experiences.

4. Inter-African Phytosanitary Council (IAPSC), Yaoundé, Cameroon

Vision

The vision of a restructured IAPSC in the new African Union is for the office to be the resource and market information centre for Phytosanitary and plant protection activities in Africa. In the quest for food sustainability, it is important for member states to be informed about quarantine pests, which are usually very devastating when introduced into other countries. A revitalised IAPSC will be better able to protect the continent from pest incursions and contribute towards the goal of providing the African people with sufficient food and feed of high quality.

Mandate

The IAPSC is charged with the responsibility of:

- Preventing the introduction of crop pests and diseases into any part of Africa'
- Controlling and/or eradicating those pests and diseases already in existence in the region;
- Discouraging and stopping the uncontrolled commercialisation and dissemination of agro pharmaceuticals and chemicals into and within Africa, and
- Preserving human health that could be exposed to toxic chemical residues used in treating plants.

In addition, the IAPSC should also guide member states on the implications of applying biotechnology for plant protection purposes as well as their implication for food safety. The IAPSC should also actively participate in the capacity of African countries to comply with the requirements of the WTO-SPS Agreement.

Core Functions:

The core functions include:

- Development and management of information to serve African and International Plant Protection Organisations (IPPOs);
- Harmonisation of Phytosanitary regulations in Africa;
- Development of regional strategies against the introduction and spread of plant pests (insects, plant pathogens, weeds, etc);
- Promotion of safe and sustainable plant protection techniques, and
- Training of various cadres of NPPO personnel in Pest Risk Analysis (PRA), Phytosanitary inspection and treatment, field inspection and certification, laboratory diagnoses, pest surveillance and monitoring, etc.

5. The Centre for Linguistic and Historical Studies by Oral Tradition (CELHTO), Niamey, Niger

Mandate

The mission assigned to the Niamey Office's mandate is to go well beyond the collection of oral traditions and the promotion of African languages to include all aspects of African cultures in their richness, diversity and convergences.

Core Functions:

- To undertake sociological studies of African communities;
- To ensure the development of practical texts in African languages;
- To produce, protect and conserve recorded, written, photographed or audiovisual reference documents on oral tradition;
- To ensure the systematic distribution of existing documents;
- To develop programmes to establish friendly relations between Africa and its diaspora;
- To develop genuinely African strategies for conflict resolution

6. The African Academy of Languages

The Heads of State and Government of the African Union adopted the Statutes of the African Academy of Lan-

guages (ACALAN) during their Khartoum, Sudan Summit of 2006. ACALAN is affiliated to the Department of Social Affairs of the African Union Commission and is headquartered in Bamako, Mali.

Mission

The mission of ACALAN is to foster Africa's integration and development through the development and promotion of the use of African languages in all domains of life in Africa.

Core Values

- Respect for the cultural values of Africa, especially African languages on behalf of the African Union;
- Integration of the African continent for an endogenous development; linguistic and cultural diversity as a factor of Africa's integration and the promotion of African values including an encouragement of mutuality and solidarity amongst Africans

Objectives:

- To empower African languages in general and vehicular cross-border languages in particular, in partnership with the languages inherited from colonisation;
- To promote convivial and functional multilingualism at every level, especially in the education sector;
- To ensure the development and promotion of African languages as factors of African integration and development, of respect for values and mutual understanding and peace

Annex 2

Regional Economic Communities

Regional Economic Communities	Member States	Objectives	Activities/Programmes
Arab Maghreb Union (UMA) www.maghrebarabe.org	Algeria, Libya, Mauritania, Morocco* and Tunisia	Promote trade and economic cooperation	Infrastructure, security and food safety
Common Market for Eastern and Southern Africa (COMESA) www.comesa.int	Burundi, Comoros, Democratic Republic of the Congo, Djibouti, Egypt, Eritrea, Ethiopia, Kenya, Libya, Madagascar, Malawi, Mauritius, Rwanda, Seychelles, Sudan, Swaziland, Uganda, Zambia and Zimbabwe	Attain trade and economic cooperation; promote peace and security in the region	Trade and investment; trade liberalisation and facilitation; agriculture and food, private sector support, infrastructure, women in business, peace and security, multilateral negotiations and monetary harmonisation
Community of Sahel-Saharan States (CEN-SAD) www.cen-sad.org	Benin, Burkina Faso, Central African Republic, Chad, Cote d'Ivoire, Djibouti, Egypt, Eritrea, Gambia, Ghana, Guinea Bissau, Kenya, Liberia, Libya, Mali, Morocco, Niger, Nigeria, Senegal, Sierra Leone, Somalia, Sudan, Togo, and Tunisia	Strengthen peace, security and stability; achieve global economic and social development	Agriculture, industry, energy, trade liberalisation, transport and communication, education and security
East African Community (EAC) www.eac.int	Burundi, Kenya, Rwanda, Tanzania and Uganda	Attain socio-economic cooperation, development and integration; maintain peace and Security; attain political federation	Trade liberalisation, natural resources management; peace and security; energy, infrastructure, environmental management, science and technology
Economic Community of Central African States (ECCAS) www.ceeac-eccas.org	Angola, Burundi, Cameroon, Chad, Central African Republic, Democratic Republic of Congo,	Achieve collective autonomy and maintain economic stability; develop capacities to maintain	Peace and security; agriculture, energy cooperation, natural resources cooperation, tourism, trade

Regional Economic Communities	Member States	Objectives	Activities/Programmes
	Equatorial Guinea, Gabon, Republic of Congo, Rwanda, São Tomé and Príncipe	peace and security; attain economic and monetary integration	liberalisation, industrial development, transport and communications, science and technology
Economic Community of West African States (ECOWAS) www.ecowas.int	Benin, Burkina Faso, Cape Verde, Cote d'Ivoire, Gambia, Ghana, Guinea, Guinea Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone and Togo	Attain trade and economic cooperation; promote peace and security in the region	Trade and investment; trade liberalisation and facilitation; agriculture and food, private sector support, infrastructure, women in business, peace and security, multilateral negotiations and monetary harmonisation
Community of Sahel-Saharan States (CEN-SAD) www.cen-sad.org	Benin, Burkina Faso, Central African Republic, Chad, Cote d'Ivoire, Djibouti, Egypt, Eritrea, Gambia, Ghana, Guinea Bissau, Kenya, Liberia, Libya, Mali, Morocco, Niger, Nigeria, Senegal, Sierra Leone, Somalia, Sudan, Togo, and Tunisia	Achieve social political interactions, economic cooperation, integration and shared development	Agriculture; economic and monetary affairs; education and training; health and social affairs; energy; environment; trade, food security; defence and security; humanitarian interventions; ICT; infrastructure; rural development; telecommunications; trade; transport and water
Intergovernmental Authority on Development (IGAD) www.igad.org	Djibouti, Eritrea, Ethiopia, Kenya, Somalia, Sudan, and Uganda	Attain regional economic cooperation and integration; promote regional security and political dialogue; promote trade and social economic development and cooperation	Conflict prevention; management and resolution and humanitarian affairs; infrastructure development (transport and communications); food Security and environment protection
Economic Community of Central African States (ECCAS) www.ceeac-eccas.org	Angola, Burundi, Cameroon, Chad, Central African Republic, Democratic Republic of Congo,	Achieve collective autonomy and maintain economic stability; develop capacities to maintain	Peace and security; agriculture, energy cooperation, natural resources cooperation, tourism, trade

Regional Economic Communities	Member States	Objectives	Activities/Programmes
Southern African Development Community (SADC) www.sadc.int	Angola, Botswana, DRC, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Swaziland, Tanzania, Zambia and Zimbabwe	Cooperation and integration in the socio economic arena, as well as political development	PFood, agriculture and natural resources; trade, industry, finance and investment; infrastructure and services, social and human development

*Morocco withdrew from the OAU in 1984 when the Sahrawi Arab Democratic Republic was admitted as a member.

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