Transforming the African Union
to drive the Africa We Want

- with clearly identified aspirations
- based on 5 Pillars
- and 12 key projects
- to ensure visible impacts that the AU capacity is enhanced for the execution of his mandate
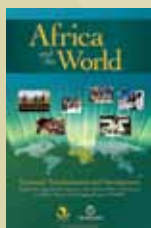
Integrated

Prosperous

Peaceful

Driven by its citizens

Dynamic force

AU transformation key figures:

In 2016

The African Union has renewed its information technology materials:

more than **2,400** **new computers** were made available to the staff

With its new computer system for conference management, the African Union has made a **saving of over**

$ 600,000

the past six months

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24 **AU offices and RECs** are now **interconnected** with the Commission Headquarter

The number of **people trained** in 2015 has increased by **416%**

compared with 2014

A **9** **key components** framework of collaboration was proposed to strengthen the collaboration between AU and RECs

The 2015 learning and development activities focused on **9** **main areas**

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19 **Learning and Development** activities were carried out in 2015

To date, AULA has built the capacity of more than **50** **people** on Programme / Project Management and Policy Programme Dialogue

As part of the AUC Strategic Plan 2014-2017, and to accelerate progress towards the attainment of the Vision for Africa (Agenda 2063), the main objective of the transformation of the African Union would be to see progress in implementing programs that would drive to:

2

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Vision of
Renaissa

3

An Africa of god governance, democracy, respect of human rights, justice and the rule of law

1

A Prosperous Africa based on inclusive growth and sustainable development

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4

A peaceful and secure Africa

5

An Africa with strong cultural identity, common heritage, values an ethics

7

Africa as a strong, united and influential global player and partner

6

An Africa where development is people driven, unleashing the potential of its women and youth

African Union Commission supports the ac
Strategic plan 2014-2017 which focuses or
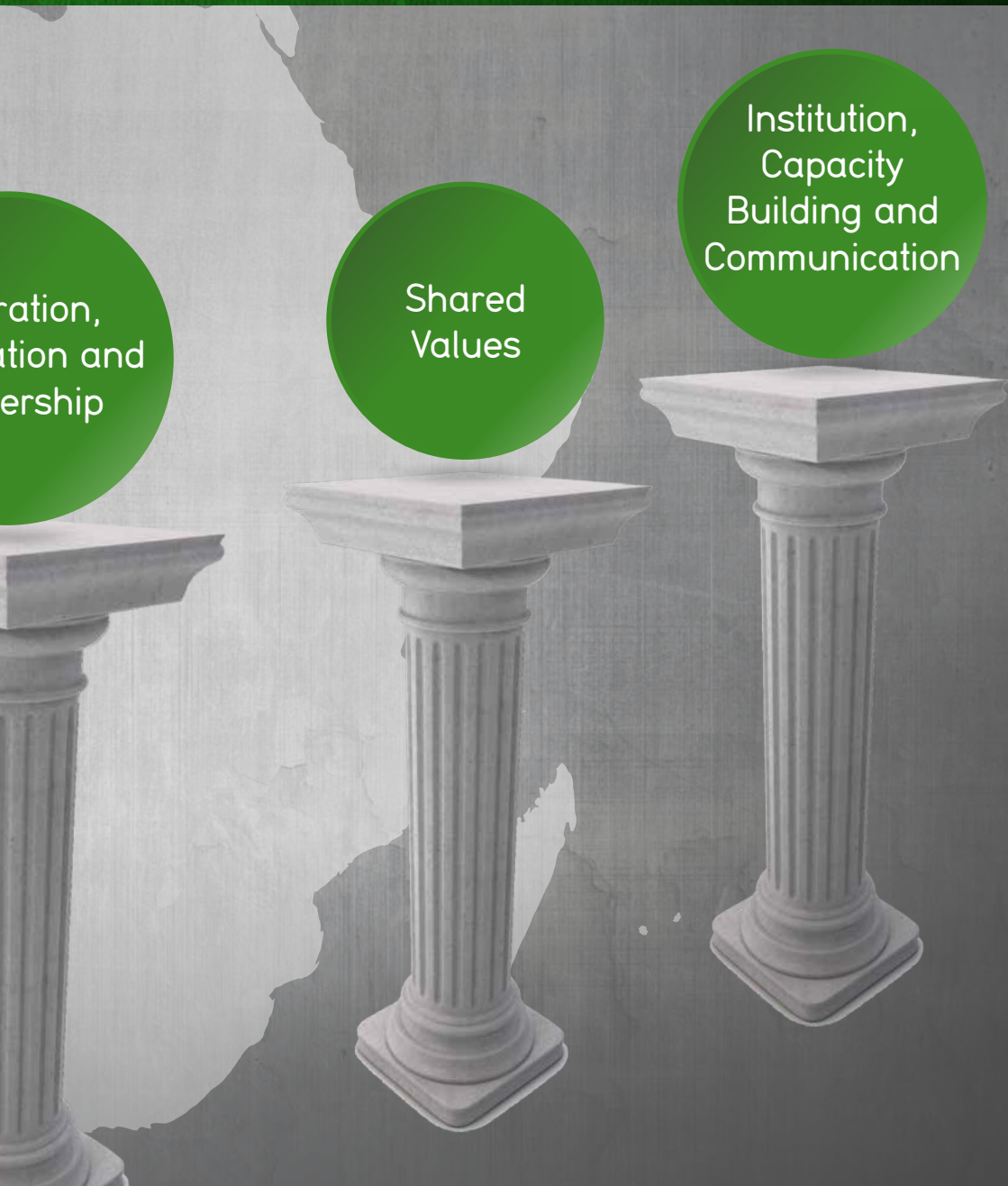
Peace and
Security

Social Economic
Development

Integr
Coopera
Partn

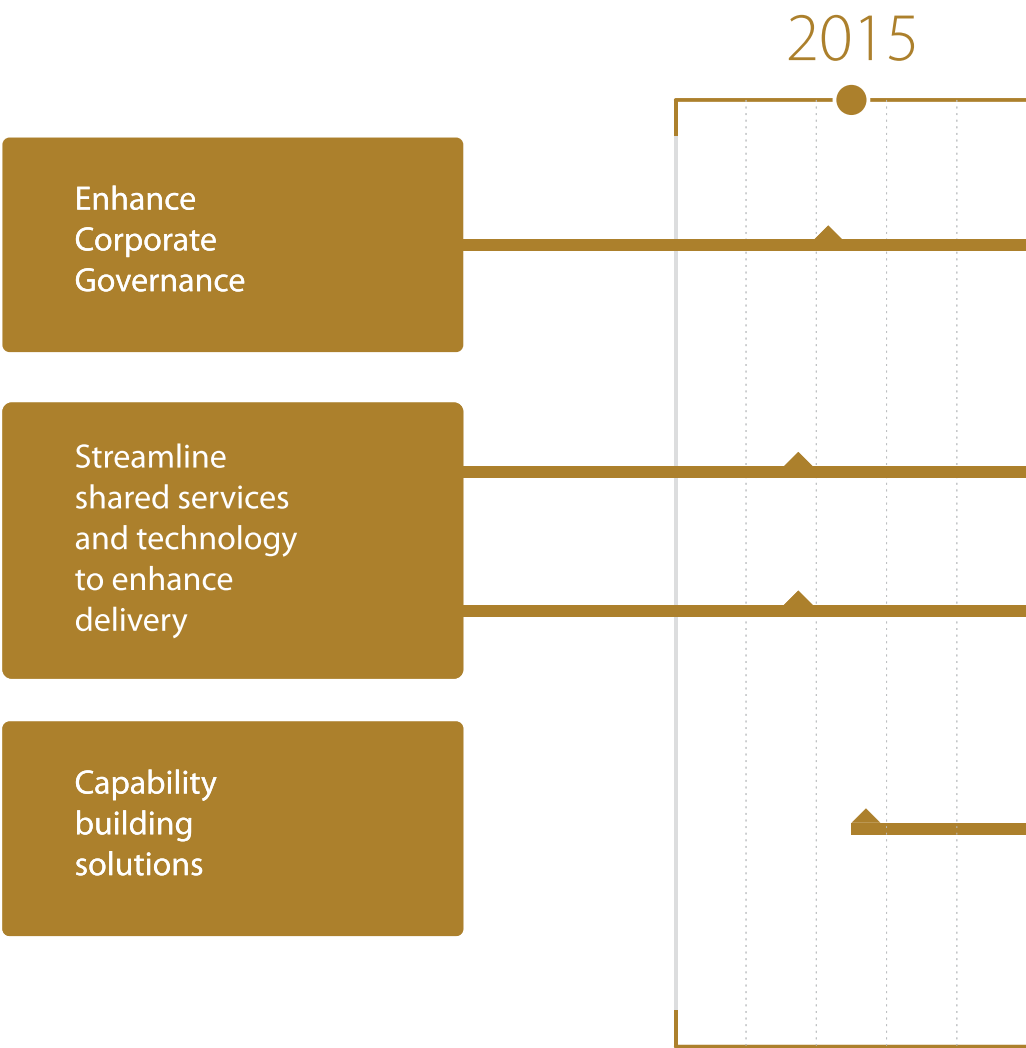# chievement of this vision through its
the following pillars :

Institution, Capacity Building and Communication

Shared Values

ration, ation and ership

In 2015, the AUC launched several projects with the aim to accelerate the human resources, administration and financial management systems of the Union…

2015

Enhance Corporate Governance

Streamline shared services and technology to enhance delivery

Capability building solutions

2016   2017   2018

- New Structure and operating model
- Revamp of Staff Rules and Regulation
- Ethics and Anti-Corruption/Anti Harassment policies

- Modernize IT system (infrastructure)
- Enhance Information Systems (SAP) in Finance, Procurement and HRM
- Reengineer recruitment and contracts management system

- Develop and roll out SOPs in HRM, FiCo, Procurement and Operations
- Launching of the Balanced scorecard
- Design and roll out an AU e-Procurement System

- Developing AU Leadership Model
- Developing and implementing AU Training Plan
- Building capacity for long term succession planning

Projects and process improvement initiatives were launched and implemented with visible impacts on the AU capacity to execute its projects…

Priority areas for
2015

Enhance Corporate Governance and promote a culture of accountability

Streamline shared services and enhance operational delivery

Capability building solutions

Deliverables in 2015

Key projects	Delivery Date	Status
Design a new AUC Ops model and structure	Dec, 2015	●
Adoption of Code of Ethics and Anti-corruption policies	Dec, 2015	●
Standardize administrative and financial processes (SOPs)	Sep, 2015	◔
Review and adopt a Procurement Manual	April, 2016	●

Key projects	Delivery Date	Status
Reengineer Recruitment processes	Oct, 2015	●
Roll out an E-recruitment Systems	Dec, 2015	●
Roll out a Procurement plan & reporting system	Nov, 2015	◔
Create a centralised AU data Centre	April, 2016	●
Roll out a AU Smart Conference System	Dec, 2016	●
Launch SAP Grant and Budget planning	April, 2016	◕

Key projects	Delivery Date	Status
Develop and roll out an AU L&D Strategy and Training Plans	Oct, 2015	●
Launch targeted peer to peer learning programs for senior officials	Jan, 2016	●

We significantly enhanced our human resources and financial management processes to align to international standard and increase transparency

Standardization of HR policies across AU

Impact
All AU Organs are using the same policies and standards. Better transparency, tracking and efficiency as well as greater results

Progress to date
AU has undergone a reviews of existing rules and procedures to equip the organization with relevant rules to manage its staff: Processes such as Recruitment, Contract Management, Performance Management, etc. have been standardized. Furthermore, AU adopted a code of ethics, an anti corruption policies and an anti harassment policy and created an Ethics Office

Financial Management and IPSAS alignment

Impact
Greater alignment to international standard and greater transparency and reporting of funds Better relationship with communities

Progress to date
AU has gone IPSAS in 2014 and published its first IPSAS financial statement in 2015. Accounting system, financial management systems as well as grant, sub delegation and procurement have been aligned IPSAS. Staff training continues in 2016

Standard Operating Procedures across AU

THE COMPLETE SOP SOLUTION

Impact
SOPs standardize management systems and reduce deviations. SOPs improve execution rate and quality

Progress to date
The AU has launched a project to create SOPs for all administrative tasks such as travel,, payroll, contracts, payments, accounting, reporting etc. SOPs project is moving fast and would be completed   by December 2016

Processes Improvement

改善

Kai = Change   Zen = Good

Impact
Greater sense of importance of quality work. Improved skills in planning and better quality of execution

Progress to date
AUC and JICA launched a KAIZEN Program within the AHRMD as pilot department. Training have been organized, a unit formed to drive the cost reduction initiatives and develop routines to increase performance of execution

AU Procurement systems have been reviewed and upgraded to align with the AU Financial Rules for greater transparency and impact on our operations
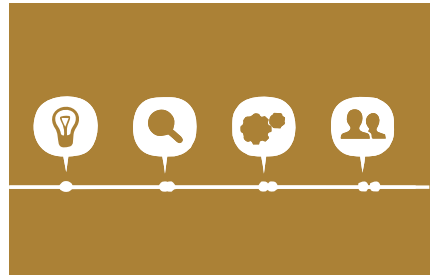
AU Procurement Manual

Impact
AU Procurement Manual aligned with FRR and integrating management of challenging procurement activities such as PSD and emergency situation

Progress to date
AU launched in 2015 the review and the upgrade of its Procurement Manual to align it with FRR adopted in 2014. The Procurement Manual will also consider specific procurement processes for peace keeping operations, liaison offices as well as grant management and pass-through funds management

AU Procurement Processes

Impact
Better and clearer processes for greater impact and greater transparency

Progress to date
In line with the review of the Procurement Manual, AU also developed an upgraded set of SOPs to guide procurement processes and activities while aligning them to the internationally recognized standards

Develop & roll out an AU E-Procurement Platform

Impact
An AU automated and recognized system to increase out reach, for greater procurement transparency as well as speeding up execution of plans

Progress to date
AU launched also in 2015 a project to implement an e-Procurement System that would add efficiency to the practice, ensure transparency and fairness amongst all vendors. Project is ongoing and be completed December 2016

AU Annual Procurement Plan

改善

Kai = Change   Zen = Good

Impact
Clearer plan linked to budgeting and execution plan from departments. Greater transparency and better impact

Progress to date
Various training activities have been organized in 2015 and helped the procurement team to improve their planning skills and stakeholders engagement skills to better support departments' execution plans.

Transforming the AU is a matter of staff skills and capacity hence an L&D strategy was adopted to fuel learning journey

Learning & Development Strategy

Impact
Clearer learning and development strategy in line with Agenda 2063 and to promote AU values and vision

Progress to date
In 2015 AUC conducted an organization wide needs analysis and defined its learning and development strategy for the next three years. The strategy was built from the AU Values and would be implemented from 2016 and onwards

The AU 2015 Training Plan

Impact
Impactful training solutions to increase our project management performance as well as our impact in executing our mandate

Progress to date
An AU Training Plan have been designed and approved in 2015. The L&D Unit trained around 450 staff across the Union on project management and basic administration and finance . The objective for 2016 is to train around 1500 staff.

The Staff Exchanges & Peer to Peer Learnings

Impact
Greater exposure to the World to promote open culture, curiosity and gaining insights from the rest of world to increase our impact

Progress to date
AU have established technical cooperation with the EU and the World Bank on peer to peer learning as well as staff exchanges. We would leverage on the programs by sending/receiving 30 people this year.

The AU Leadership Academy

Impact
Union wide center of Excellence to promote leadership and management development skills for better programs driving

Progress to date
AU Launched its Academy in Jan 2016 to systematically train senior staff and on-board diplomats member states based in Addis Ababa in Project Management, Budget planning, procurement management, Leadership development, Peace & Security, etc. The Academy aims to train 200 senior staff and diplomats in 2016

Modernizing our Information technology to support our administrative and management processes for greater impact

Developing an Organization wide IT Strategy and Governance

Impact
AU Information Technology Infrastructure and systems are currently being enhanced to better support the business

Progress to date
AUC has developed and adopted an IT strategy that would ensure internationally best practices in IT infrastructure, IT security, networking and usages are implemented and enforced within the organization

Upgrading the AU Information Tech. Infrastructure

Impact
Modern IT equipment's enhanced users experience and security while the smart conference systems greatly impact the organization of the last AU Summit

Progress to date
In 2015 AUC designed and launched its first ever Data Center which offers greater storage capacity, faster access to tools, systems and data, and enhanced security. AU also acquired modern equipment's and enhanced its conference systems

Enhancing our ERPs and systems

Impact
Better and faster access to the ERPs infrastructure specially for finance and administration systems

Progress to date
With the new data center, there was a need to migrate our data and upgrade the ERPs infrastructure for greater user experience. This was done in December and January 2016

SAP HCM and Budget as key framework

Impact
HCM and Budget Planning Module would be aligned to IPSAS and use internationally recognized standard for reporting and planning

Progress to date
AU launched a major project to upgrade its HCM and Finance systems to better support its administrative processes, staff development and movements. A new Budget Planning is being implemented to improve budget management
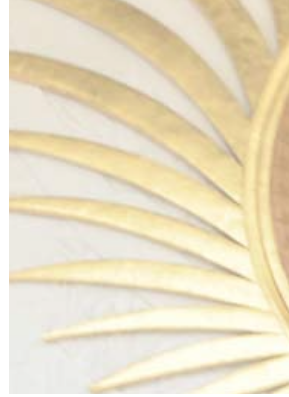
In 2016, our Operational Master Plan would continue executing current projects and focuses on implementation of designed processes…

2015

Enhance Corporate Governance

Streamline shared services and technology to enhance delivery

Capability building solutions

2016 2017 2018

- Finalize structural review for Organs
- Member States adopted new SRR
- Ethics and anti corruption policies implemented and enforced

- AU ICT capacity augmented (2nd data center, integrated IT system working)
- SAP Budget and Grants Modules rolled out
- SAP HCM revamp completed

- SOPs fully developed and operationalized
- New Performance Management Systems rolled out
- E-Procurement rolled out
- New procurement manual operationalized and implemented across organs
- Balance scorecard reporting in place

- 100% execute 2015 Learning Plan
- Career and Succession plan in place
- 200 AU senior officials and diplomats trained

Driving flawless implementation of the identified initiatives would require targeted support over the next three years

Building strong governance

AU has adopted in 2015 an anti corruption policy and subsequently approved an ethics and code of conduct policies in early 2016. An Ethics office is being established and rules, procedures, processes are being implemented to ensure greater transparency in procurement, finance, human resources management as well as staff integrity and morale. Strong governance system is key to transform the AU to make it a stronger contributor to the transformation of Africa

Finance and PSAS

AU needs to complete implementation of IPSAS and reinforce finance staff capacity in compliance, financial control framework and business partnering

Procure to Pay

The new procurement manual will be operationalised by phases until 2018. Support is required to build organisational capacity, planning, compliance, and negotiations skills

Procure via Systems

The AU will launch in 2016 its e-procurement platform that would bring grater transparency and faster processes. Support is required to complete the roll out, build internal capacity to manage the system

ICT and Systems

Modernizing AU Information technology requires support in terms of acquiring required infrastructure (2nd data centre) and building organisational capacity to handle the system, ensure security of information and reliability of systems

War on Waste

AU efforts to reduce waste and improve efficiency requires support in building capacity to lead war on waste and establish positive performance management culture, continuously update SOPs and align to international standards

Train to lead

Transforming AU requires to develop staff skills but also PRC competencies in leading changes, managing businesses, projects and finance, plan and execute on targets

Overall, capacity building initiatives will transform the AU across three levels for a more effective & efficient Organisation

PROCESS EFFICIENCY

What?

- 1000s of hours of work saved
- Faster turnaround times
- More motivated team
- Greater collaboration

How?

Map out and simplify core processes (e.g.: recruiting, meeting planning, budgeting)

Examples

- Field service deployment from 22 weeks to 10 weeks
- Recruitment process enhanced
- Payment time reduced

COST EFFICIENCY

What?

Reduced operational cost both staff and non-staff without negatively impacting current staff complement

How?

- Reducing non-staff costs due to improved process efficiency and budget reallocation
- Grandfathering some roles and vacant positions

Examples

- Printing and other non-staff costs can be saved due to improved process efficiency
- Based on engagement with Commission, some roles can be grand-fathered

PROCESS EFFICIENCY · **COST EFFICIENCY** · **Effective, efficient Commission** · **ALIGNED MANDATE**

ALIGNED MANDATE

What?

- Accelerated delivery on 10-yr plan
- Reduced structural siloes

How?

- More clarity on accountabilities
- Structure changes aligned to A2063

Examples:

- Point roles in departments for gender mainstreaming
- Accountability linked to budget utilisation

AFRICAN UNION CAPACITY BUILDING PROJECT

Component 1: Building Strong Institution

Number of AU institutions that have strategic plans as per the AU vision and mission

Target: 5 in December 2018

An improved AUC budget execution rate that demonstrates better organizational efficiency

Target: 80% in December 2018

Intermediate Level Results Indicators

- Institutional structure of AUC reviewed and strengthened
- International Public Sector Accounting Standards (IPSAS) adopted in AUC and select AU organs
- Service delivery of key services enhanced, quantity and quality) leading to improved satisfaction of stakeholders
- Improve compliance rate for procurement
- State-of-art the AUC ICT Center established
- Branding events aimed at promoting AUC programs

Component 2: Facilitate Economic Development Results

Number of innovative external partnerships with RECs and civil society for promoting and sustaining intra-African trade and good governance, in collaboration with development partners, relevant stakeholders and beneficiary groups.

Target: 3 in December 2018

Enhanced capacity for monitoring the implementation of AU agreements and programs

Target: 4 in December 2018

Intermediate Level Results Indicators

- Number of innovative pilots with RECs and civil society, in collaboration with development partners, relevant stakeholders and beneficiary groups for supporting effective external partnerships for regional transformation and inclusive growth.
- Number of reports issued based on the monitoring of AU agreements
- Dissemination of project implementation and sharing of lessons learned among stakeholders measured as number of dissemination events conducted

H.E. Mr. Erastus Mwencha

It is generally accepted that learning is a lifelong process of keeping up change. The AU integration and development agenda must be viewed in this context. It is our deep desire to leverage the spirit of innovativeness to become the very best leadership academy of the Union as we are preparing to launch the year on leadership.

The African Union Leadership Academy will work in concert with Member States and relevant institutions worldwide, in developing and delivering innovative capacity building solutions for the African Union decision-making bodies, policy and programme development within the framework of the Constitutive Act of the African Union.

This initiative will align capacity building efforts to African Union programme implementation and respond to immediate needs of our Member States.

We thank you in anticipation of your most valuable endorsement, ownership and patronage.

TRANSFORMING
THE AU TO DRIVE THE
AFRICA WE WANT

AFRICAN UNION

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