

**MINUTES OF THE FIFTH STEERING  
COMMITTEE MEETING OF THE AU-UNDP  
CAPACITY BUILDING PROJECT RAF/02/018  
HELD IN ADDIS ABABA, ETHIOPIA  
ON 31 JANUARY 2007**

**STEERING COMMITTEE MEETING OF THE AU-UNDP PARTNERSHIP  
PROJECT, RAF/02/018  
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**A. Introduction**

1. The fifth Steering Committee Meeting of the AU-UNDP Partnership Project, RAF/02/018 was held on 31 January 2007, at the African Union Commission (AUC), Conference Centre, in Addis Ababa, Ethiopia.
2. In attendance were the following: -

**UNDP**

- Mr. Gilbert Hougbo, UN Assistant Secretary General and UNDP Assistant Administrator, Director of the Regional Bureau for Africa
- Mr. Musinga T. Bandora, Senior Governance Advisor, Regional Bureau for Africa (RBA)
- Mr. Fidele Sarassoro, UNDP Resident Representative to Ethiopia and Acting Representative to the AU and Chief, Liaison Officer with ECA

**AFRICAN UNION COMMISSION**

- Amb. Said Djinnit, Commissioner, Peace and Security (Chair)
- Mr. Geoffrey Mugumya, Director, Peace and Security Department
- Mr. El Ghassim Wane, Head, Conflict Management Division
- Mr. Iyah Onuk, Deputy Project Manager, AU/UNDP Project, RAF/02/018
- Mr. Moshood Olatokunbo, Expert on Post Conflict Reconstruction, AU/UNDP Project, RAF/02/018
- Ms. Biscuit Tessema, Finance Officer, AU/UNDP Project, RAF/02/018
- Ms. Rumbidzai S. Mashozhera, Programme Officer, AU/UNDP Project, RAF/02/018

**UNOPS**

- Ms. Khadidiatou Sylla-Ba, Portfolio Manager, Governance Cluster, Global and Inter-Regional Division, UNOPS
- Mr. Ousman Othman, Project Manager, AU/UNDP Partnership Project, RAF/02/018
- Mr. Abdelrahim M.A Dirar, Project Manager, AU/UNDP Project, RAF/05 /021

**PARTNERS**

- Mr. Per Knutsson, Embassy of Sweden
- Ms. Hanne Tilcem, Embassy of Norway
- Ms. Julie Chappell, Embassy of UK
- Borja Cortes Breton, Embassy of Spain
- Christian Schnurre, GTZ
- Christian Gerber, GTZ

## **OBSERVER**

– Ms. Gaby Hagmuller, European Commission

3. The meeting adopted and considered the following agenda items:

1. Opening Remarks by:

- The Representative of the African Union
- The Representative of UNDP
- The Representative of UNOPS
- The Representative of Contributing Partners

2. Adoption of the Minutes of the Fourth Steering Committee Meeting

3. Examination of the Report on Project Implementation for the period September 2005- December 2006.

4. Staff Matters

- Recruitment of remaining staff

5. Status of Contribution to the Project

- Resources transfer

6. The Japanese Programme on Ex- Child Soldiers

7. Adoption of Workplans ( January – December 2007)

8. Any Other Business (A. O. B)

## **B. Opening Remarks**

4. The Chair, Amb. Said Djinnit, Commissioner for Peace and Security, opened the meeting and welcomed all present to the fifth Steering Committee Meeting of the Project. He regretted that the meeting, which was originally scheduled to hold on 25 September 2006, had to be postponed due certain unforeseen political developments on the Continent, which the Commission had to address. He expressed his pleasure that the meeting was being finally held, which would review the activities of the project, for the period September 2005 to 31 December 2006.

5. He welcomed Mr. Gilbert Hougbo, the new Assistant Administrator and Director, Regional Bureau for Africa of the UNDP, who was attending the Steering Committee for the first time. He informed the meeting that Mr. Hougbo had replaced Mr. Abdoulie Janneh, who is currently the Executive Secretary of the UNECA. He also welcomed the Steering Committee members, namely UNDP, UNOPS and Donor Partners - Germany, UK, Norway, Sweden, and Spain to the meeting.

6. Amb. Djinnit informed the meeting that since the inception of the project in July 2003, there are sufficient evidence to confirm that the project has made impressive achievements in the implementation of activities dictated by policies and directives emanating from the Steering Committee. He went on to congratulate the Management Team of the Project Implementation Unit (PIU) for a job well done, and urged the members not to relent on their efforts.

7. He noted that one of the important achievements by the Project during the period under review was the signing of the Grant Agreement with the Japanese Government for the Programme on the training and Re-habilitation of ex-child soldiers in the four countries of the Great Lakes Region, namely, Burundi, Democratic Republic of Congo (DRC), Rwanda and Uganda. He informed the meeting that the Government of Japan (GoJ) had disbursed to the AU through the UNDP, an amount of US\$ 2 million required for the project in April 2006. He then expressed his deep appreciation to the Japanese Embassy in Addis Ababa, for assisting the Peace and Security Department (PSD) to obtain the approval of the GoJ for the Project Proposal and the eventual release of the funds and commencement of implementation.

8. He stated that the 5<sup>th</sup> Steering Committee meeting was significant because it marks the last year of the current Project phase, which started in July 2003 and which has heralded fruitful cooperation between the UNDP, the AU Partners and the AU. He stressed the importance of carrying out an evaluation of the project before December 2007 and the need to make recommendations regarding the next possible phase. He stressed the need for the evaluation to be completed before the next regular meeting of the Steering Committee, to enable the Contributing Partners to examine the recommendations and quickly formulate another partnership project to be co-funded by all Stakeholders; a project that would ensure continuity and solidarity in the cooperation between the AU and its Partners.

9. He noted that the project was supposed to last just for three (3) years, but due to increase in pledges and the need to implement the Japanese Programme, a decision was made at the last Steering Committee meeting to extend the project to the end of July 2007. He informed that it was later decided to further extend it to December 2007, in order to ensure the implementation of the Japanese Programme and to finalize the implementation of some activities that were identified in the Project Document that was signed in 2003.

10. In his closing remarks, Amb. Djinnit applauded the support of the UNDP, UNOPS and the Contributing Partners that have generously made their contributions towards the successful implementation of the AU Peace and Security Agenda. He noted that the commitment of the Partners have been manifested by their regular attendance at the periodic Development Co-ordination Review Forum (DCRF) Technical Working Group Meetings, during which, among other things, important issues affecting the implementation of the project were discussed. In this regard, he expressed the appreciation of the AU in general and that of the Peace and Security Department in particular, to all concerned for their unflinching support and solidarity. He thanked all the Stakeholders and wished the meeting fruitful deliberations.

11. In his brief remarks, Mr. Gilbert Hougbo, the new Assistant Administrator and Director, Regional Bureau for Africa of the UNDP, thanked Amb. Djinnit for welcoming all the stakeholders to the meeting. He also expressed appreciation to all the Donor Partners for being part of the process for implementing the AU Peace and Security Agenda and stressed the need to sustain the momentum. He informed the meeting that UNDP will continue to support the project, pointing out that his organization attaches great importance to the issues of Peace and Security in Africa. He noted that since the Project was in its last phase, the meeting should chart the way forward, particularly on its sustainability. He suggested that a Final Evaluation of the Project be carried out during the course of the year in order to give time for the formulation of a new Project Document.

12. In conclusion, he thanked the Leadership of the PSD and the Project Management Team for all the efforts they have deployed by ensuring that the project activities are effectively implemented.

13. Speaking on behalf of the Donor Partners, Christian Schnurre, the representative of GTZ, expressed his appreciation to the AUC and UNOPS for the level of collaboration and spirit of cordiality existing between them, particularly in the way the project has been managed and the achievements so

far recorded. He pointed out that the Report on the Implementation of Project activities for the period September 2005 to December 2006 had suggested the need for sustained support to the project. He informed the meeting that GTZ was ready to transfer the remaining balance of its pledge contributions as soon as a formal request followed by the relevant documentation on utilization of the transferred funds were received from UNOPS.

### **C. Adoption of the Minutes of the Fourth Steering Committee Meeting of RAF/02/018**

14. The minutes of the 4<sup>th</sup> Steering Committee meeting, which was held on 25 September 2005, were adopted without any amendments.

### **D. Presentation and Discussion of the Report on Project Implementation for the period September 2005 - December 2006**

15. The Project Manager, Mr. Ousman Othman, made a power point presentation of the report on the implementation of project activities for the period September 2005 to December 2006. He informed the meeting that the report, which had been distributed to all members of the Committee, contained details of the main achievements of the project and some of the issues and challenges the project faced during its implementation period. He noted that since the meeting had been postponed from 25 September 2006 to date, he was going to make a presentation and brief the meeting on the activities of the project up to December 2006.

16. During the presentation, Mr. Ousman highlighted the following activities, which he acknowledged were successfully accomplished because of staff support and the financial contributions of Donors to the project. The following activities and issues were highlighted:

- a. The financial, technical and logistical assistance/support provided by the project as highlighted above has assisted the AU Commission to effectively carry out the implementation of its Peace and Security Agenda;
- b. The project continues to assist in Capacity Building and the Experts/Political Analysts have contributed to AU's search for peace in conflict areas such as Darfur, the Great Lakes Region, Côte d'Ivoire, Sudan, Somalia, Ethiopia and Eritrea, including its initiatives in combating Terrorism;
- c. The project staff have made their contributions to the work of the Department, through the reports submitted by the Analysts in the various conflict situations, which has enabled the AU leadership to make more informed decisions on conflict spots in the Continent;
- d. The PIU, has, through its various activities, built and sustained the confidence of the contributing partners through its transparent and accountable approach to the implementation of the project;
- e. The Local Area Network (LAN) established and monitored by the project has further enhanced greater interaction within the Commission and also between the AU and the African Embassies in Addis Ababa;
- f. The project has made appreciable progress on the issue of the installation of a Video Conferencing facility in the AUC and AU office in Khartoum, Sudan. Procurement of all

necessary equipment for the Video-Conferencing is in advanced stage and barring any unforeseen odds, the project will be implemented during the first quarter of 2007;

- g. The project, through the Communications Specialist has been able to project AU's image and publicize its activities to AU Member States and to the wider international community;
- h. The project provided some financial assistance for the organization of training programmes for Officers in the PSD. It also assisted Situation Room Assistants to undertake working training attachments to ECOWAS in Abuja - Nigeria, WANEP (CSO) in Accra - Ghana, and UNDPKO in New York and to some Institutions in South Africa.
- i. The Project was able to successfully start the implementation of the Japanese Programme. Following validation visits to all four (4) countries concerned, three missions were recently mounted in order to finalize arrangements and sign Agreements with three of the four countries, namely Uganda, Rwanda, and the DRC for the implementation of programme activities. Financial disbursements have since been made to these countries in order to ensure implementation.

17. During his presentation Mr. Othman also appealed to donors who have not yet done so to transfer the remaining part of their pledged contributions to the UNDP, to enable the PIU continue to effectively implement the approved project activities. He noted that given the huge impact made and successes so far recorded by the project, it has become necessary to ascertain if the present basket funding/partnership arrangement by all Partners will still be continued.

18. At this juncture, the Chair invited Mr. Mugumya, Director, Peace and Security to make some comments on the presentation. In his brief statement, Mr. Mugumya welcomed Mr. Gilbert Hounbo and all the members of the Steering Committee to the meeting. He thanked all the Stakeholders for their continued support and cooperation. He assured all of the PSD's full cooperation, aimed at maintaining the existing smooth and cordial relationship between the AUC and all the Stakeholders. He confirmed that the implementation report by the Project Manager faithfully reflected the implementation of the activities contained in the Project's work plan, and that contributions made by the Donors have also been properly accounted for, as contained in the Financial Report.

19. He, however, went on to make three observations regarding the implementation report of the project. Firstly, there would be a need to constitute a Team to be approved by the Stakeholders to evaluate the Project before the end of the project in December 2007. Secondly, as noted in the implementation report, there would be need for a formulation of a new project document for a possible new phase of the project. Thirdly, it would be imperative for the meeting to discuss the future of the present/ongoing basket partnership funding arrangement, which he noted, has helped in streamlining reporting procedures to all the contributing Partners and has assisted in the effective utilization and management of available human resources.

20. With regard to vacant positions in the project, he assured members of the Steering Committee that tremendous effort was being made by the Leadership of the Department to ensure that the recruitment is finalized before the end of the first quarter of 2007.

21. He expressed appreciation to the Donors who had paid up their pledged contributions and appealed to Donors whose contributions are still outstanding to kindly pay up, to enable the project to fully implement the activities contained in the work plans within the stated time scale. He informed the meeting that the project might need about USD 800,000 more to be able to take the project up to December 2007. He explained that this shortfall has been due mainly to the extension of the project period of the project period to December 2007, which has been necessitated by the implementation of the Japanese Programme.

22. In conclusion, Mr. Mugumya, appealed to all Donors for further future support, with particular regard to the possibility of formulating a new project document before the end of the current phase in December 2007.

23. Following, Mr. Mugumya's presentation, the Chair requested Ms. Khadidiatou Sylla-Ba, Portfolio Manager, Governance Cluster, Global and Inter-Regional Division to make some brief remarks on behalf of UNOPS. Ms. Sylla-Ba informed the meeting that, she was pleased to attend the meeting, and noted that the meeting was a very crucial one in the life span of the project. She acknowledged that she had been associated with the project for over six (6) years and has been very pleased with the positive developments the project has recorded.

24. She informed that since 1997, UNOPS has been performing the role of Executing Agency of the Project and has always been satisfied with its performance which has contributed significantly to the work of the PSD in particular and to the Peace and Security Agenda of the African Union in general. She stated that UNOPS has been more involved in the Administrative and Financial Management of the Project in close collaboration with their Focal Point at the AU, the Director, Peace and Security together with the assistance of the, the Project Manager. She assured the meeting that UNOPS will continue to support the Project and will continue to do all within its power to ensure that the project succeeds.

25. She expressed her support for a Final Evaluation of the Project before the end of the current phase of the project and the need to formulate a new Project Document for the next phase.

26. She expressed appreciation to the UNDP and to AU and to all the Partners for all their support and collaboration in the implementation of the project.

## **Discussions**

27. Following the presentation by the Project Manager, the Chair requested the members of the Committee to make comments on the report and the observations made by Mr. Mugumya. The Partners were unanimous in confirming their satisfaction with the implementation of the project activities. The following comments and observations were however made by Partners with respect to issues relating to the report on the implementation of project activities:

- Ms. Julie Chappell, the United Kingdom (UK) representative, sought clarification on the thirty (30) staff being paid for from the project and how this relates to those that are to be funded by the Process Facility. In response, Mr. Ousman explained that the 30 project staff comprised members of the PIU, Analysts, Experts, Communication and IT Specialists, Situation Room staff, and other short-term staff, who are assisting in the operationalization of the AU Post Conflict Reconstruction and Development (PCRD) policy.
- Ms. Chappell also informed the meeting that her Government was funding the operationalization of the Panel of the Wise and other activities in the Peace Support Operations Division (PSOD). She therefore sought to know if the Project in addition to the existing positions it was funding, would also be providing support in strengthening the human resource capacity of such programmes as the Panel of the Wise, Peace and Security Council (PSC), Continental Early Warning System (CEWS), African Stand-by Force (ASF) and Military Staff Committee (MSC), etc. In response, Amb. Djinnit informed that since the Project's mandate is that of strengthening the operational capacities of the PSD, the Management Team would work closely with the Leadership of the PSD in identifying additional positions and recruiting staff for any identified AU/PSD Programmes and organs.

## Decisions

28. Following extensive discussions, the meeting decided that:

- i. The project should, in close consultations with the leadership of the Department, identify suitable candidates to be recruited for the project in addition to the existing project staff, namely, Experts and Analysts (whose positions are not necessarily on the structure of the project who will provide professional and technical services to the Peace and Security Department (PSD), aimed at supporting the:
  - a. Effective operationalization of the Panel of the Wise, by developing and implementing its program of activities,
  - b. Effective functioning of the Peace and Security Council (PSC),
  - c. Establishment and Operationalization of the Continental Early Warning System (CEWS),
  - d. Establishment and Operationalization of the African Stand-by Force (ASF) and Military Staff Committee (MSC), and
  - e. Operationalization of the Post Conflict Reconstruction and Development Policy (PCRD), amongst others.
- ii. The Project should also support other priority activities and programmes of the PSD.
- iii. The Project should assist in finalizing the MoU between the AU and RECs.
- iv. Funds which have already been budgeted for activities in the Project's work plan for January to December 2007 that may not be implemented within the one (1) year period should be transferred and budgeted for other identified priority activities, such as human resource capacity building of the PSD.
- v. The Joint Donor Coordination Review Forum (DCRF) on Peace and Security should be used as a platform to discuss issues relating to the implementation of approved project activities.
- vi. The Management Team should revise the approved Project's Work Plan for the period January to December 2007, taking into account all the activities the project intends to implement, aimed at supporting the Department's priority activities in the implementation of the Peace and Security Agenda of the AU.
- vii. The PSD should present/submit a comprehensive and holistic work programme, which will highlight priority activities that would need urgent funding.
- viii. The project should provide financial assistance for the organization of a Retreat for AU Ambassadors to discuss and consider proposals on the working methods of the PSC.
- ix. The project should provide financial assistance for the organization of a Retreat between the AU Commission and the Regional Economic Communities (RECs), aimed at ensuring the effective coordination of joint activities.
- x. The Report of the International Panel of the Eminent Personalities (IPEP), entitled, "Rwanda: the Preventable Genocide" should be posted on the AU website in order to ensure wider circulation and readership.

## **E. Staff Matters**

### **Recruitment of remaining staff**

29. Referring to the presentation made by Mr. Ousman, the Chair, noted that even though most of the positions had been filled, there was need for the AUC to expedite the recruitment of the remaining vacant posts in the project. He expressed deep concern over the delay in recruiting the remaining staff of the project, namely, Team Leader, Finance and Administrative Officer, two (2) Political Analysts, one (1) Expert for the implementation of CADSP including Counter Terrorism, and one (1) English (French to English) Translator.

30. In the same vein, the Partners also expressed concern regarding the delay in the implementation of some project activities, particularly the recruitment of project staff and appealed to the leadership of the PSD to address this serious issue. Amb. Djinnit informed that the AUC has two existing systems for recruiting staff, namely, the regular method, whereby, identified approved posts are advertised on the AU website (this normally takes time) and the wide executive search, which the PSD has been using to recruit most of its project staff. He, however, observed that although the wide executive search method has worked in some cases, it has also been affected by the bureaucratic procedures involved in the recruitment of staff in the AUC. He assured Partners that the leadership of the PSD will make every effort to ensure that the bottlenecks and the burdensome procedures are overcome by putting in place fast track systems for recruiting project staff within the Department.

### ***Decisions***

31. Following the discussions, the meeting decided that:
- i. AUC should expedite action on the recruitment of the remaining positions in the project, namely, Team Leader, Finance and Administrative Officer, two (2) Political Analysts, one (1) Expert for the implementation of CADSP including Counter Terrorism, and one (1) English (French to English) Translator.
  - ii. The PIU should prepare a proposal on appropriate recruitment methods/systems that will facilitate the recruitment of project staff and speedy implementation of project activities.
  - iii. A fast track method approach or wide executive search should be used for the recruitment of project staff, so that it does not necessarily negate exiting AU's standard recruitment procedures.
  - iv. The PIU should always bring to the attention of the Commissioner, Peace and Security, for his timely intervention, any delays experienced in the recruitment of project staff.
  - v. The PIU should request the Acting Director Administration, Human Resources and Development to assign a Focal Person (Human Resource Officer) who will work closely with the PSD on all issues relating to recruitment of project staff for the PSD capacity building projects, all of which will ensure proper coordination and effective follow-up of recruitment of project staff.
  - vi. The Committee on the Selection of Project Staff for PSD Capacity Building projects, comprising the Project's Management Team, concerned AU Heads of Division, Head of Human Resources and Development and HR Officer should be revived and be involved in the shortlisting, selection and recruitment of Project Staff.

- vii. Since the meetings of the Peace and Security Council (PSC) will also be conducted in Portuguese Language, being one of the AU official languages; the position of a Portuguese (English to Portuguese) Translator should be provided for in the Project.

## **F. Status of contributions to the project**

32. The UNOPS representative, Ms. Khadidiatou Sylla-Ba, presented the Financial Report for the period under review and highlighted that:

- i. The project's total expenditure for the period 2006 was USD 2,583,935.22;
- ii. The budget estimate for 2007 is USD 2,500,000.00.

She reiterated the point earlier mentioned by the Director that the project would need an additional USD 836,972, in order to take the project up to December 2007. She appealed to all the Partners to honour their obligations, and called for further support.

33. In response, Mr. Schnurre reiterated the readiness of the Government of Germany to transfer its remaining balance, after a formal request has been made by UNOPS and followed by the formal report on the utilization of the already transferred funds.

34. Ms. Chappell of the UK Government informed the meeting that the UK has been the smallest contributor because of the delay in the implementation of project activities, particularly those that relate to capacity building. She stated that the UK would only provide additional funds if the issue of recruitment is addressed and the speed with which the project activities are being implemented is increased.

35. Mr. Per Knutsson, the representative of Sweden sought for further clarifications on what the PSD considers to be its priority activities and proposed that the Department should present its Action Plan to Partners and highlight those priority activities that need immediate support, as this will enable the Partners to decide on further support to the AU's Agenda on Peace and Security.

36. The Director, RBA, in his intervention, noted that given the crucial role the Project is playing in capacity building of the PSD programmes, there is need for the Partners to begin focusing on the long-term support for the project. In this regard, he made two concrete proposals. First, that an Ad-hoc Steering Committee meeting should hold sometime in March to discuss the revised work plan and financial matters of the project. Second, that a Working Group comprising the AU and Donors be established to discuss the activities and financial matters of the project before the next Steering Committee Meeting. He also proposed that the Management Team should start working with the Leadership of the Department in identifying the areas of future support.

### ***Decisions***

37. Following the discussions, and given the relevance of the project to the work of the PSD, it was decided that:

- i. The project will be continued after the expiry date of its current phase in December 2007, in order for it to continue to strengthen the operational capacities of the Peace and Security Department (PSD).
- ii. The present partnership arrangement of the project should continue.

- iii. An Ad-hoc Steering Committee meeting of the project should be held in mid-April to discuss the following:
  - a. Revised work plan for the period January – December 2007,
  - b. Status of contribution of the project,
  - c. Financial proposal for the sustainability of the Project beyond 2007,
  - d. Status of implementation of the decisions of the 5<sup>th</sup> Steering Committee meeting, and
  - e. Proposed activities of the project beyond 2007.
- iv. In the meantime, a Consultant should be recruited to work closely with the Management Team and the donors and make recommendations on future funding and activities of the project, as well as measures to be taken to improve the Project performance.
- v. A Steering Committee meeting should be held before December 2007 to discuss the new Project Document.
- vi. An Evaluation Team would be dispatched to the AUC before December 2007, to assess the progress that has been made towards achieving the outcomes and impact of the Project as well as formulating a possible new phase of the project.
- vii. The main priority objective of the project should be that of enhancing both the human resources and technical capacity of the PSD.

38. Ms. Sylla-Ba informed the meeting that since the financial books of the Project would be closed in mid April, the decision to have an Ad-hoc Steering meeting in April was appropriate, as this would enable UNOPS to present to the Stakeholders the financial status of the project and discuss the way forward.

### **The Japanese Grant for the Programme on Ex-Child Soldiers**

39. The Chair, Amb. Djinnit invited Mr. Othman to brief the meeting on the Japanese Programme on ex-child Soldiers. Mr. Othman informed the meeting that the PIU, with the assistance of the Expert on Post Conflict Reconstruction had commenced the implementation of the Japanese Programme for the training of ex-child soldiers in the four countries of the Great Lakes Region, namely; Burundi, the DRC, Rwanda and Uganda. He mentioned that in line with the Programme Proposal, a total of about 500 ex-child soldiers/captives would be trained by December 2007.

40. In his intervention, Mr Mugumya informed the meeting that he and two other Project staff had undertaken three successful missions to Uganda, Rwanda, and the DRC to finalize arrangements and sign Agreements with the Governments of these three countries, for the implementation of programme activities. He noted that financial disbursements have since been made to these countries in order to ensure effective implementation of the project activities.

41. Amb. Djinnit expressed his appreciation for the financial contribution being made by the Government of Japan to the ex-child soldiers' programme. He, however, stressed the need for the Government of Japan to join the mainstream of the project by becoming a vital member of the project within the larger UNDP framework.

### **G. Adoption of Workplan (January – December 2007)**

42. The meeting adopted the project's Workplan for the period January – December 2007. It was, however, decided that the Workplan should be revised to take into account the priority activities of the PSD.

## **H. Any Other Business**

43. As there was no other business to be discussed, the Chairman proceeded to make his concluding remarks.

## **I. Concluding Remarks**

44. The Chair in his concluding remarks stressed the importance of the Project to the work of the Department and appealed to all Stakeholders to continue supporting the project beyond December 2007. He reiterated the need for the PIU to revise the current Project's work plan to incorporate some of the priority needs of the Department. He expressed, once more, his appreciation to UNDP, UNOPS and the Donor Partners for their support. He invited all participants to a Reception hosted by his Department at the AU Congo Hall in the evening at 6:30pm.

## **K. Closing**

45. Following these closing remarks, the meeting came to a close.

## **ANNEX 1**

### **MAIN DECISIONS OF THE 5<sup>th</sup> STEERING COMMITTEE MEETING**

Below is the summary of decisions made at the meeting:

- i. The report of the fourth Steering Committee Meeting of the AU/UNDP Partnership Project was adopted without any amendments.
- ii. In view of the impact and relevance of the project to the work of the Peace and Security Department (PSD), it was decided that the project will be continued after the expiry date of its current phase in December 2007, in order for it to continue to strengthen the operational capacities of the Peace and Security Department (PSD).
- iii. The present partnership arrangement of the project should continue.
- iv. An Ad-hoc Steering Committee meeting should be held in mid-April to discuss the following:
  - a. Revised work plan for the period January – December 2007,
  - b. Status of contribution of the project,
  - c. Financial proposal for the sustainability of the Project beyond 2007,
  - d. Status of implementation of the decisions of the 5<sup>th</sup> Steering Committee meeting, and
  - e. Proposed activities of the project beyond 2007.
- v. In the meantime, a Consultant should be recruited to work closely with the Management Team and the donors and make recommendations on future funding and activities of the project, as well as measures to be taken to improve the Project performance.

- vi. A Steering Committee meeting will be held to discuss the new Project Document.
- vii. An Evaluation Team would be dispatched to the AUC before December 2007, to assess the progress that has been made towards achieving the outcomes and impact of the Project as well as formulating a possible new phase of the project.
- viii. The main priority objective of the project should be that of enhancing both the human resources and technical capacity of the PSD.
- ix. African Union Commission (AUC) to expedite action on the recruitment of the remaining positions in the project, namely, Team Leader, Finance and Administrative Officer, two (2) Political Analysts, one (1) Expert for the implementation of CADSP including Counter Terrorism, and one (1) English (French to English) Translator.
- x. The project should identify after due consultations with the leadership of the Department, to recruit additional project staff, namely, Experts and Analysts (whose positions are not necessarily on the project structures) that will provide professional and technical services to the Peace and Security Department (PSD) aimed at supporting the:
  - a. Effective operationalization of the Panel of the Wise, by developing and implementing its program of activities,
  - b. Effective functioning of the Peace and Security Council (PSC),
  - c. Establishment and Operationalization of the Continental Early Warning System (CEWS),
  - d. Establishment and Operationalization of the African Stand-by Force (ASF) and Military Staff Committee, and
  - e. Operationalization of the Post Conflict Reconstruction and Development Policy (PCRD), amongst others.
- xi. The Project should also support other priority activities of the above-mentioned PSD programmes.
- xii. The Project should assist in finalizing the MoU between the AU and RECs.
- xiii. Funds which have been budgeted for activities in the Project's work plan that may not be implemented within the one (1) year period (January – December 2007) of the project should be transferred and budgeted for priority activities such as human resource capacity building of the PSD.
- xiv. Since the meetings of the Peace and Security Council (PSC) will also be conducted in Portuguese, being one of the AU official languages, the position of a Portuguese (English to Portuguese) Translator should be provided for in the Project.
- xv. The Project's Management Team should prepare a proposal on appropriate recruitment methods/systems that will facilitate the recruitment of project staff and implementation of project activities.
- xvi. A fast track method or a wide executive search method should be used for the recruitment of project staff, such that it will not necessarily negate AU's standard recruitment procedures.
- xvii. The Projects' Management Team should always bring to the attention of the Commissioner, Peace and Security, for his timely interventions, any delays experienced in the recruitment of project staff.
- xviii. To ensure proper coordination and effective follow-up of recruitment, the Project Management Team should request the Acting Director Administration, Human Resources and Development to assign a

Focal Person (Human Resource Officer) who will work closely with the PSD on all issues relating to recruitment of project staff for the PSD capacity building projects.

- xix. The Committee on the Selection of Project Staff for PSD Capacity Building projects, comprising the Project's Management Team, concerned AU Heads of Division, Head of Human Resources and Development and HR Officer should be revived and be involved in the recruitment process, shortlisting and selection of Project Staff.
- xx. The Joint Donor Coordination Review Forum (DCRF) on Peace and Security should be used as a platform to discuss issues relating to the implementation of approved project activities.
- xxi. The Management Team should revise the approved Project's Work Plan for the period January to December 2007 taking into account all activities the project intends to implement aimed at supporting the priority activities in the implementation of the Peace and Security Agenda of the AU.
- xxii. The PSD should present/submit a comprehensive and holistic work programme, which will highlight priority activities that need urgent funding.
- xxiii. The project should provide financial assistance for the organization of a Retreat for AU Ambassadors to discuss and consider proposals on the working methods of the PSC.
- xxiv. The project should provide financial assistance for the organization of a Retreat between the AU Commission and the Regional Economic Communities (RECs) to ensure effective coordination of activities and joint activities.
- xxv. The Report of the International Panel of the Eminent Personalities (IPEP), entitled, "Rwanda: the Preventable Genocide" should be posted on the AU website, in order to ensure wider circulation and readership.