



## Support for Capacity Dev't of the AUC and other African Union Organs (P126848)

AFRICA | Africa | Governance Global Practice |  
IBRD/IDA | Investment Project Financing | FY 2014 | Seq No: 8 | ARCHIVED on 21-Feb-2019 | ISR35925 |

Implementing Agencies: African Union Commission, African Union Commission

### Key Dates

#### Key Project Dates

Bank Approval Date: 06-May-2014

Effectiveness Date: 05-Nov-2014

Planned Mid Term Review Date: 29-Sep-2017

Actual Mid-Term Review Date: 12-Dec-2017

Original Closing Date: 31-Dec-2018

Revised Closing Date: 30-Jun-2021

### Project Development Objectives

Project Development Objective (from Project Appraisal Document)

Strengthen AUC's capacity to facilitate economic development results and transformation through enhanced institutional efficiency. This will be achieved by means of enhancing the AUC's internal human resources and management systems, and supporting result-oriented external partnerships and collective actions designed to enhance the implementation of regional economic development initiatives in priority areas (e.g. regional trade, energy, infrastructure, governance, natural resource management) relevant to the AFR IDA portfolio for the benefit of African Union member states, the Regional Economic Communities and African citizens.

Has the Project Development Objective been changed since Board Approval of the Project Objective?

Yes

Board Approved Revised Project Development Objective (If project is formally restructured)

The Project Development Objective (PDO) is to strengthen AUC's capacity to facilitate regional integration results and transformation through enhanced institutional efficiency.

### Components

Name

Strengthening Institutional Capacity:(Cost \$22.00 M)

Facilitating Regional Integration Results with Stakeholders:(Cost \$18.00 M)

### Overall Ratings

Name	Previous Rating	Current Rating
Progress towards achievement of PDO	● Satisfactory	● Satisfactory
Overall Implementation Progress (IP)	● Satisfactory	● Satisfactory
Overall Risk Rating	● Substantial	● Substantial

### Implementation Status and Key Decisions

Additional Financing for the project was recently signed (December 28, 2018). Based on technical meetings, the overall parent project performance is considered satisfactory and arrangements for the launch of additional financing activities are underway. All financial management (FM), audit and procurement reports are considered complete, and in compliance with Bank norms and procedures.

The parent project has achieved significant results in enhancing the AUC's institutional efficiency under its two components. The AUC's new organizational structure has been designed and endorsed by the AU, and the HR and procurement division structure is now being realigned. Improvements in FM and procurement functions have contributed to increasing the AUC's budget execution rate from 55 to 74 percent, enhancing compliance with procurement regulations from 60 to 85 percent, and aligning AU financial reporting to International Public Sector Accounting Standards (IPSAS), with subsequent publication of AU's audited financial standards. Staff recruitment time has been reduced from over nine months to 90 days; compliance with human resources recruitment rules and regulations has increased from 50 to 85 percent over the last two years; a code of ethics for AU staff has been developed; and the number of staff grievances has dropped by 80 percent compared to 2014. The AU learning and development website has been launched, several events have been organized to share lessons learned, and about 90 percent of AUC's staff have received training offered by the AULA (AUC's training unit). A state-of-the-art AUC data center and a paperless conference management IT system is operational for use in statutory meetings, and resulted in cost savings of about US\$600,000 in the first year of operation. All Heads of State decisions under the OAU and AU from 1963 to date are now accessible online, as is a published report on the ratification of AU agreements by member States. The number of AU organs (e.g., African Court and AUABC) having strategic plans as per the AU vision and mission, and the Agenda 2063 requirements, has increased from two to four, after planning support was provided by the AUC and close collaboration with AU organs and the Permanent Representative Committee (PRC). The AUC has also designed an innovative partnership framework through a participatory process for the engagement of the Regional Economic Community (RECs) and other stakeholders for priority regional integration and institutional collaboration projects.

Work planning for the launch of Additional Financing (AF) is being advanced by the AUC and the Bank teams. Procurement plan is also being updated to meet the AUC's requirements and the timeline of institutional reforms set by the Extraordinary Heads of State Summit held in December 2018.

## Risks

### Systematic Operations Risk-rating Tool

Risk Category	Rating at Approval	Previous Rating	Current Rating
Political and Governance	--	● Substantial	● Substantial
Macroeconomic	--	● Moderate	● Moderate
Sector Strategies and Policies	--	● Substantial	● Substantial
Technical Design of Project or Program	--	● Substantial	● Substantial
Institutional Capacity for Implementation and Sustainability	--	● Substantial	● Substantial
Fiduciary	--	● Moderate	● Moderate
Environment and Social	--	● Low	● Low
Stakeholders	--	● Substantial	● Substantial
Other	--	--	--
Overall	--	● Substantial	● Substantial

## Results

### PDO Indicators by Objectives / Outcomes

Strengthened capacity to facilitate regional integration results



▶AU institutions with strategic plans (as per the AU vision and mission) under implementation (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	2.00	4.00	4.00	6.00
Date	31-Dec-2013	06-Jun-2018	28-Dec-2018	30-Jun-2021
▶AUC's Budget execution rate (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	55.00	74.00	74.00	84.00
Date	31-Dec-2013	06-Jun-2018	28-Dec-2018	30-Jun-2021
▶Actions taken by the AUC to support the AU's priority regional economic integration programs (cumulatively) (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	2.00	2.00	6.00
Date	31-Dec-2013	06-Jun-2018	28-Dec-2018	30-Jun-2021

Strengthened capacity to facilitate regional transformation through enhanced institutional efficiency				
▶Publication of Monitoring Reports of AU programs, involving collaboration between the AUC, the AU entities, the RECs and member states (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	2.00	2.00	6.00
Date	31-Dec-2013	06-Jun-2018	28-Dec-2018	30-Jun-2021

### Intermediate Results Indicators by Components

i. Strengthening Institutional Capacity				
▶AUC's internal organizational structures reviewed and made fully operational (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Institutional assessment of AUC done	Implementation in progress	Implementation in progress	Staff training and implementation of reorganization of at least 4 units completed
Date	31-Dec-2013	06-Jun-2018	06-Jun-2018	30-Jun-2021
▶Full implementation of IPSAS (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target



Value	The policy for introduction of IPSAS approved	First IPSAS compliant financial report published	First IPSAS compliant financial report published	First publication of IPSAS compliant FS for 2019 achieved
Date	31-Dec-2013	06-Jun-2018	06-Jun-2018	30-Jun-2021
<b>► Timely delivery of key AU services: (i) time to procure; (ii) Protocol Services and Accreditation; and (iii) Financial management-time to pay (Months, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	8.00	8.00	8.00	3.00
Date	31-Dec-2013	06-Jun-2018	06-Jun-2018	30-Jun-2021
<b>▲ Time to procure (Months, Custom Breakdown)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	8.00	8.00	8.00	3.00
Date	31-Dec-2013	06-Jun-2018	06-Jun-2018	30-Jun-2021
<b>▲ Protocol Services and Accreditation (Months, Custom Breakdown)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	8.00	8.00	8.00	3.00
Date	06-Jun-2018	06-Jun-2018	06-Jun-2018	30-Jun-2021
<b>▲ Financial management-time to pay (Months, Custom Breakdown)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	8.00	8.00	8.00	3.00
Date	06-Jun-2018	06-Jun-2018	06-Jun-2018	30-Jun-2021
<b>► Procurement contracts processed in accordance with the AU Procurement Guidelines (Percentage, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	50.00	85.00	85.00	90.00
Date	31-Dec-2013	06-Jun-2018	06-Jun-2018	30-Jun-2021
<b>► State-of-the-art AUC ICT and Mirror data centers established and fully functional (Text, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Not yet available	Update of space and security requirements, and ongoing technical, staffing and financial review	Update of space and security requirements, and ongoing technical, staffing and financial review	Both ICT and Mirror Data centers remain fully functional
Date	31-Dec-2013	06-Jun-2018	06-Jun-2018	30-Jun-2021
<b>► Outreach and communications are strengthened and active (cumulative) (Number, Custom)</b>				



	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	2.00	2.00	8.00
Date	31-Dec-2013	06-Jun-2018	06-Jun-2018	30-Jun-2021
<b>►Proportion of the Directorates at AUC HQ that have prepared annual workplans with acceptable results indicators and reports (Number, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	5.00	5.00	5.00	20.00
Date	24-Apr-2018	06-Jun-2018	06-Jun-2018	30-Jun-2021
<b>►Established and fully functional E-Procurement (Text, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	E-procurement not yet established	E-procurement not yet established	E-procurement not yet established	Use of the system for at least 50 per cent of relevant contracts
Date	24-Apr-2018	06-Jun-2018	06-Jun-2018	30-Jun-2021

<b>ii. Facilitating Economic Development Results with Stakeholders</b>				
<b>►Innovative pilots with RECs and civil society (cumulative) (Number, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	4.00
Date	24-Apr-2018	06-Jun-2018	06-Jun-2018	30-Jun-2021
<b>►Peer-to-peer knowledge sharing, change management and learning events to promote staff leadership and facilitate AU transformation (cumulative) (Number, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	6.00
Date	24-Apr-2018	06-Jun-2018	06-Jun-2018	30-Jun-2021
<b>►AU Data Repository established and disseminated to connect African citizens (Yes/No, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	No	No	Yes
Date	24-Apr-2018	06-Jun-2018	06-Jun-2018	30-Jun-2021
<b>►Reports issued based on the monitoring of AU agreements (cumulatively) (Number, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	1.00	1.00	6.00



Date	24-Apr-2018	06-Jun-2018	06-Jun-2018	30-Jun-2021
<b>►AUC support to member states on M&amp;E to meet Agenda 2063 (FTYIP) and MTR requirements (Text, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Not existent	Not existent	Not existent	Engagement plan implemented with at least 2 RECs and 5 countries
Date	24-Apr-2018	06-Jun-2018	06-Jun-2018	30-Jun-2021
<b>►AU's gender balance ratio for professional categories (Percentage, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	28.00	28.00	28.00	35.00
Date	24-Apr-2018	06-Jun-2018	06-Jun-2018	30-Jun-2021
<b>►Enhanced Citizen engagement at the AUC (Number, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	50,000.00	100,000.00	100,000.00	300,000.00
Date	24-Apr-2018	06-Jun-2018	06-Jun-2018	30-Jun-2021
<b>►Dissemination and monitoring of project implementation (cumulatively) (Number, Custom)</b>				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	2.00	2.00	2.00	6.00
Date	24-Apr-2018	06-Jun-2018	06-Jun-2018	30-Jun-2021

## Data on Financial Performance

### Disbursements (by loan)

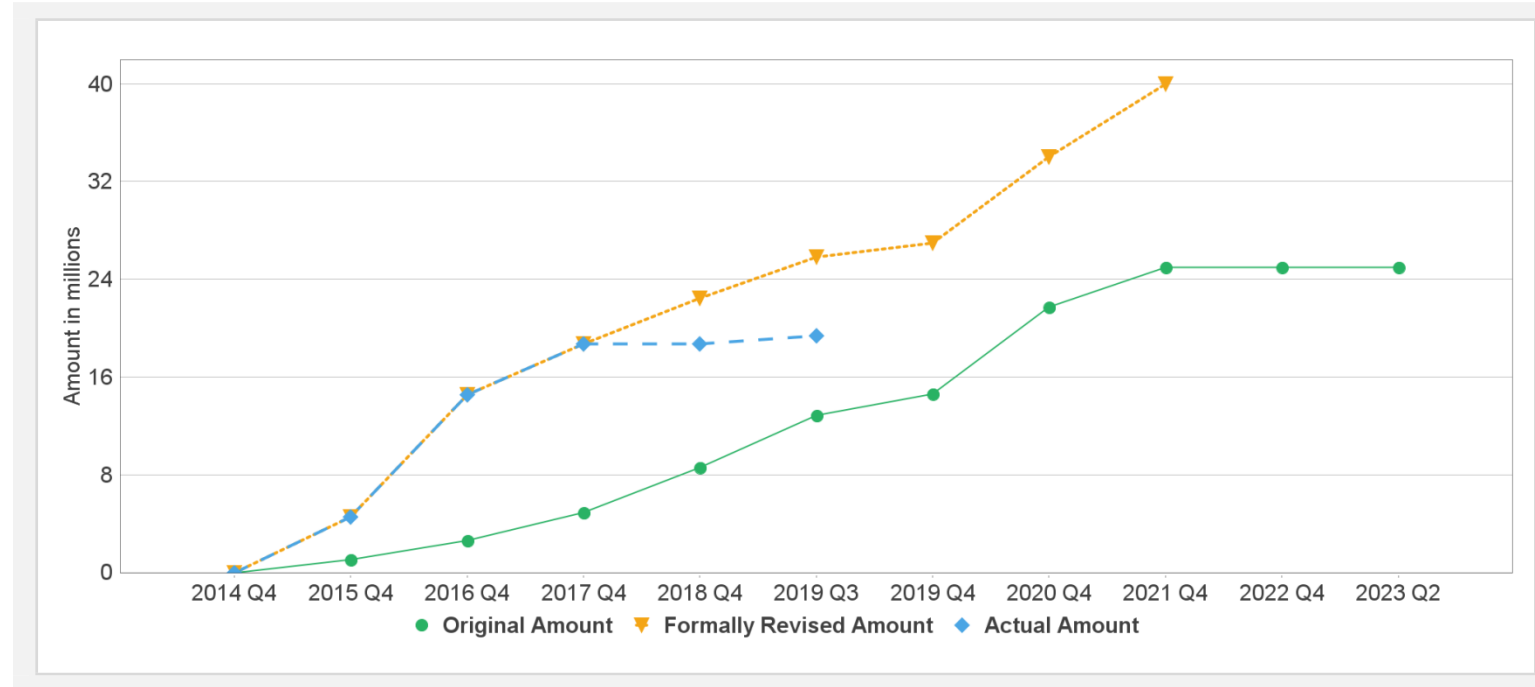
Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P126848	IDA-D3550	Not Effective	USD	15.00	15.00	0.00	0.00	14.75	0%
P126848	IDA-H9390	Closed	USD	25.00	25.00	0.00	19.37	3.14	86%

### Key Dates (by loan)

Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
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P126848	IDA-D3550	Not Effective	31-Jul-2018	--	--	30-Jun-2021	30-Jun-2021
P126848	IDA-H9390	Closed	06-May-2014	08-Aug-2014	05-Nov-2014	31-Dec-2018	31-Dec-2018

**Cumulative Disbursements**



**Restructuring History**

There has been no restructuring to date.

**Related Project(s)**

P166316-Support for Capacity Development of the AUC and Other African Union Organs