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DRAFT

ROADMAP FOR THE OPERATIONALIZATION OF THE CONTINENTAL

EARLY WARNING SYSTEM (CEWS)

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I.   INTRODUCTION

1.   The purpose of this Roadmap is to propose an operational, cost-effective CEWS within the obligations stipulated by the Protocol on the PSC, the approved structure of the Commission as well as the associated key steps and requirements.

2.   A core objective of the African Union (AU) is the promotion of peace, security, and stability on the Continent as spelled out in Article 3 (f) of the AU Constitutive Act. To strengthen the AU's capacity for the prevention, management and resolution of conflicts, a Peace and Security Council (PSC) was created and came into force in December 2003. Article 2 (1) of the PSC Protocol (8 July 2002) defines the PSC as the "collective security and early-warning arrangement to facilitate timely and efficient response to conflict and crisis situations in Africa."

3.   As set out in that Article and Article 12 (1), the Continental Early Warning System is intended to be one of the key pillars of the PSC in addition to a Panel of the Wise, an African Standby Force and a Special Fund. As Article 4 (b) states, the early warning system is intended to facilitate early responses to contain and manage crisis situations so that the PSC can manage and, where possible, prevent violent conflicts (Article 7).

4.   To this end, the CEWS must engage in 'data collection and analysis' using 'an appropriate early warning indicators module' based on "clearly defined and accepted political, economic, social, military and humanitarian indicators" (Article 12, 4), 'promote harmonization, co-ordination and co-operation between Regional Mechanisms and the Union' (Article 16), and 'submit, through its Chairperson, regular reports to the Assembly on its activities and the state of peace and security in Africa' (Article 12).

5.   The CEWS is tasked with providing the Chairperson of the Commission with information in a timely manner so that he/she can advise the Council on "potential conflicts and threats to peace and security' and 'recommend best courses of action". In fact, "the Chairperson of the Commission shall also use this information for the execution of the responsibilities and functions entrusted to him/her under the present Protocol" (Article 12, 5).

6.   The Protocol further stipulates that the CEWS shall consist of "an observation and monitoring centre, to be known as the 'Situation Room', located at the Conflict Management Division of the Union, and responsible for data collection and analysis" (Article 12, 2b). Regional Mechanisms are considered an integral part of the overall security architecture of the Union and the PSC is mandated with the task of harmonizing, coordinating and working closely with Regional Mechanisms.

7.   The PSC Protocol is clear in providing that the continental System should obtain its information from a variety of sources- the CEWS is therefore envisaged as an open source system. In this regard, the CEWS is specifically mandated to collaborate with the United Nations, its agencies, other relevant international

organizations, research centres, academic institutions and NGOs. This collaboration, defined in Article 12 (3) is meant to 'facilitate the effective functioning of the Early Warning System'. See Appendix A.

8.   A workshop on the establishment of CEWS held in Addis Ababa on 30-31 October 2003 offered a number of recommendations dealing with the focus and key elements:

   a.   Begin with significant threats of violence and loss of life,
   - Build a `measurable, verifiable and standard data base' that is simple, user friendly (avoids a high-tech approach), based on multi-levelled and field-based sources,
   - Develop an analytic capacity,
   - Establish diagnostic linkages between analysis and desired outcomes,
   -

9.   And do so in accordance with the following guidelines:
   - Adopt a gradual and incremental approach
   - Be realistic,
   - Provide for feedback from end users
   - Build in an institutional learning and development capacity,
   - Base any proposal on prudent financial considerations.

10.   This report builds on these recommendations.

II   KEY ISSUES IN THE IMPLEMENTATION OF THE CEWS

11.   The purpose of a conflict early warning system is the provision of timely advice on potential conflicts and threats to peace and security to enable the development of appropriate response strategies to prevent or limit the destructive effects of violent conflict.

12.   Although early warning systems do require an information technology (IT) enabled data collection and analysis infrastructure, this should not be regarded as the main component of such systems. The essential component is the analytical capability of staff tasked with early warning functions- data collection, analysis and the provision of policy options. The Conflict Management Division (CMD) already has some of these capabilities and resources, but not all.

13.   It is essential that the early warning system is tailored to the requirements of the end-users, and fits within the existing and expected institutional resources. For the CEWS the priority end users are the Chairperson of the Commission, the PSC and other Departments within the Commission. Others include various organs and structures of the AU

14.   Four key issues will determine the operationalisation of the CEWS, each of which is discussed below. These are:

   - Data Collection
   - Strategic Analysis
   - Reports & Engagement with Decision-makers

- Co-ordination and Collaboration

Data Collection

15.   The CEWS is tasked to collect and analyse data in a systematised way, using an explicit framework pursuant to the provisions contained in the Protocol (Article 12). Following recent improvements in the staffing and infrastructure of the Situation Room, many of the key capacities and ability for an effective data and information system exist, but current processes have to be optimised as well as new ones introduced.

16.   In the optimisation of information collection, priority will be given to primary information and data generated by the African Union itself, and more specifically by deployed AU Missions and offices such as that in Darfur. This will be achieved through the introduction of a systematic system to track trends that supplements the daily narratives currently offered in the daily situation reports (sitreps). This system will include mission specific information and open-source information (see Appendix C).

17.   In order to optimise existing products and processes, and as a result of the complexity involved in the collection, compilation and management of information relating to a large number of countries and topics, the public news clipping service (reflected externally in the daily News Highlights) will be automated. A new activity will also be introduced consisting of an internal news trends tracking service to support the work of the CMC.

18.   For effective and efficient data management purposes, the existing system of internal country profiles will be strengthened, particularly through the introduction of sub-national detail. The country profiles will also be updated annually. Finally, as regards data collection, greater use will be made of African information sources, particularly in indigenous languages.

19.   The objective, outputs and main activities of information collection are outlined in Appendix C. It includes a listing of the steps, timeline, human resources and duration of each task required to achieve the objective.

Strategic Analysis

20.   Information collection, even when collected systematically, must be subjected to multiple levels of analysis in order to develop policy options to respond appropriately and in a timely way to enable the management, mitigation and prevention of violent conflict. This includes the entire range of information, from the dynamic events data to the structural context data, and in conjunction with other elements - such as existing policies, capacities, commitments and norms. This requires that the existing strategic analytic capacities of the CMC, particularly the quality and seniority of its existing pool of desk officers and analysts, be strengthened. Also see Appendix E in this regard.

21.   In order to move towards the strategic analysis and timely articulation of policy and preventative response options, the continuous monitoring of social, political, economic and other situations is important. As required in the Protocol, a core

component of the CEWS is an early warning indicator's module that will significantly enhance these tasks. Consequently, an important priority will be the design, specification and continuing evaluation of the indicator module.

22.   Since there are a variety of modules available for early warning systems and various regions are advancing with their own frameworks and systems for early warning, it is critical that a consultation be undertaken to work towards a harmonized continental framework as far as practically possible. This will be pursued by convening a workshop between the CMC, RECs, other partners and experts as early as possible with the primary aim of agreeing on such an indicators module. The subsequent framework will be submitted to AU member states for discussion and approval.

23.   The implementation of the indicators module will allow the CMC and others to undertake the systematic monitoring of conflict risk indicators. Part and parcel of this process is the analysis of trends and dynamics and their significance in the structural contexts of countries and regions. This data driven analysis is a core element in the strategic analysis conducted by the CMC and will allow for the articulation of policy and preventive options.

24.   This is particularly important as regards areas and countries where the Union has already deployed or is about to deploy, and where the articulation of policy and crisis response options and assessment criteria are critical. The monitoring and analysis of crisis situations will therefore be supplemented with the ongoing monitoring and assessment of AU and other interventions, including the various tasks necessary for their effective implementation. The coordination of crisis information across AU field missions, including feedback between field missions and desk officers will allow for cross-fertilisation and the sharing of experiences and lessons learned.

Reports and Engagement with Decision-makers

25.   The true test of the CEWS will be its ability to generate timely and effective response options for the office of the Chairperson of the Commission, the PSC and other Departments within the AU. The presentation of analysis and options for response is therefore critical and must be tailored to the requirements of these key AU structures.

26.   In this regard the reports generated by the CEWS will serve as a primary tool for engaging decision-makers (see Appendix D). This Roadmap identifies processes for improving the quality, efficiency and utility of the following: News Highlights, Situation Reports, and Mission Reports. In addition emphasis is placed on two key reports: Early Warning Reports and Chairperson's Reports.

- Reports of the Chairperson: similar to the reports of the UNSG to the UNSC these will allow for strategic planning, tabling of initiatives or follow an event with disruptive national or regional implications. Typically these reports would include recommendations for action.
- Early Warning Reports: based on perceived potential or developing conflict areas. These Reports will be triggered when a combination of

composite key indicators cross a particular predetermined threshold. The CMC will submit these reports to the Chairperson of the Commission who may table them under a regular item of the agenda of the PSC.

27. The processes provided for the CMC and the PSC also provide for the use of external reports and views from academics, the United Nations and its agencies, other relevant international organizations, research centres, academic institutions and NGOs.

28. In order to ensure effective and timely engagement by decision-makers, regular reporting mechanisms, appropriate timing, standard formats and appropriate storage and retrieval systems will be introduced in the production, use and distribution of CEWS reports.

29. To develop quality reports, especially for the new reports, a much more sophisticated analytical capacity will be developed in the CMD. Associated details and steps are outlined in various Appendixes.

30. The roadmap also proposes the development of additional strategies for engaging decision makers as well as for the development of an effective outreach and communications capacity in support of Reports of the Chairperson that links CEWS with other parts of the AU Commission.

31. Mission Reports are currently done only on Darfur but will be expanded to all ten missions over the next 18 months. Within a year the first Early Warning Report will be produced when the Early Warning Indicator Module is in place. Within the next six months the first of the Chairperson's Reports will be produced.

32. Other than Daily News Highlights distributed to any subscribers, the distribution of other reports beyond the Commission will be authorized by the Head of the CMD. The Chairperson of the Commission will authorize distribution beyond the Commission of Early Warning Reports and the Chairperson's Reports.

33. Because of the quantity of reports being produced and the required quality standards, dedicated staff will be tasked for production and distribution, while the length, style and guidelines for the reports will be consistent with existing AU standards.

Coordination and Collaboration

34. The PSC will have to be pro-active in working with the RECs to move towards harmonization and common standards. As regards practical modalities of collaboration, Article 16 (4) of the Protocol, states that: "in order to ensure close harmonisation and co-ordination and facilitate regular exchange of information, the Chairperson of the Commission shall convene periodic meetings". Furthermore, Article 16 (8) states that: "in order to ensure co-ordination and co-operation the Commission shall establish liaison offices to the RECs".

35.   The Protocol identifies the critical utility of harmonizing the various early warning systems developed by the regional communities. The AU recognizes that the RECs are at various levels in the development of their respective systems. The AU system will engage the RECs both in the definition of indicators, support the development process of the EWS systems of the RECs, the exchange of analysis and interpretation of crisis issues and other situations, and support response strategies as may be developed both at the RECs and through the PSC. The harmonization process will work towards a continental wide EW framework development if practicable.

36.   As an open system, the CEWS will cooperate with a number of African and international partners, including the UN and NGOs. The CMC will develop the frameworks and modalities for such cooperation.

III   OBJECTIVES, OUTPUTS AND MAIN ACTIVITIES

37.   This section outlines the outputs and main activities in accordance with five key objectives to achieve a fully functional and operational CEWS. These key objectives are to:
- Collect, compile, archive, manage and distribute information
- Continuously monitor the socio, political, economic and other situations across the continent, to analyze data and to articulate policy and preventive response options in real-time
- Support AU's management of acute situations of conflict and instability, disruptions and disasters
- Systematise the engagement of the PSC with potential conflict situations and issues
- Develop strategies for engaging decision makers on the effective use of specific reports.

Objective 1: Collect, compile, archive, manage and distribute information

38.   Outputs
- Daily Situation Reports
- Daily News Highlights
- Country Profile Resource

39.   Main Activities
- The production of situation reports with structured and scaled measures
- The provision of public news clipping service, with automated compilation and indexing
- The provision of internal news trends service, with graphic presentation
- The linkage to more African and multi-lingual media sources
- The support of internal information exchange and tasking requirements
- The production of internal country profiles, with sub-national detail, updated annually

Objective 2: To continuously monitor the socio, political, economic and other situations across the continent, to analyze data and to articulate policy and preventive response options in real-time

40. Outputs
   - Early Warning Reports derived from regular monitoring
   - Chairperson's Reports

41. Main Activities
   - The design, specification and continuing evaluation of an indicator based early warning module
   - The EW monitoring of situations and incidents pursuant to the Protocol
   - The analysis of trends and dynamics in their structural context
   - The articulation of policy and preventive options
   - The harmonization and coordination of a continental framework
   - The establishment and coordination of partnerships for EW as recommended by the Protocol

Objective 3: To support AU's management of acute situations of conflict and instability, disruptions and disasters

42. Outputs
   - Mission Reports
   - Chairperson's Reports

43. Main Activities
   - The monitoring and analysis of developments and dynamics in crisis situations
   - The monitoring and assessment of AU and other interventions
   - The coordination of crisis information among AU field missions including feedback between field missions and desk officers
   - The support of logistics for AU field missions
   - The articulation of policy and crisis response options and assessment criteria

Objective 4: Systematise the engagement of the PSC with potential conflict situations and issues

44. Outputs
   - Better information on conflict situations and on the strategic environment
   - Improved reporting system and information management

45. Main Activities:
   - Work with the Office of the Chairperson to facilitate the inclusion of specific reports as a regular Agenda Item of the PSC. Most critical in this regard is the Early Warning Report
   - Support the reporting process in the PSC (through the Chairperson's office)

- Support the work of structures such as the Panel of the Wise to undertake special missions on behalf of the Commission as tasked by the Chairperson of the Commission
- Engage, as directed, with the Pan-African Parliament, ECOSOCC the African Commission of Human and Peoples' Rights, and other AU Structures.

Objective 5: Create informal channels for AU Chairpersons engagement with PSC members and other critical actors

46. Outputs
- More effective action by the AU and PSC

47. Main Activities:
- Work with Bureau of the Chairperson to facilitate and systematise Special Off-the-Record meetings with concerned PSC members and other critical actors such as expert groups or civil society actors – to galvanize action by the whole of the PSC
- Schedule periodic meetings between the Panel of the Wise and the PSC
- Work with outside institutions to take up/research on specific issue e.g. academics, other experts, and civil society actors
- Commission and undertake strategic research to inform Council processes and decisions
- Develop communications and outreach strategies to support the Panel of the Wise and to promote special missions

IV.   SUMMARY IMPLEMENTATION SCHEDULE

48. A summary of the implementation schedule is presented below and presented in greater detail in the Appendix C.

Objective [1]	Activity	When
DC	Assessment of the current templates and reporting guidelines	Months 1-2
DC	Identification of new parameters to be implemented in a structured reporting system	Months 1-2
DC	Assessment of the AU's current use of information technology and infrastructure	Months 1-2
DC	Contact of service providers for evaluation and availability of news trend analysis	Months 1-2
DC	Conduct inventory and assess open-source African specific information and African information providers	Months 1-2
DC	Assess current country profiles and their usage	Months 1-2
A	Conduct an EW framework workshop with RECs representation, AU EW analysts and Situation Room	Months 1-2

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[1] DC (Data Collection); A (Analysis); CIM (Crisis and Intervention Management); O (Outputs); SE (Strategic Engagement)

	staff	
A	Liaise with RECs on their analysis, regularly exchange ongoing assessments and implement annual peer reviews of the data analysis and EW tools	Month 1 - ongoing + annual
A	Establish networks and identify relevant sources of information and partners for the CEWS	Month 1 – ongoing
CIM	Develop an information network to support coordination of field missions	Month 1 – ongoing
CIM	Continuously liaise with all AU field missions	Month 1 - ongoing
O	Identify type of reports targeting specific end users	Months 1-2
CIM	Participate in the EW framework workshop with RECs representation, AU EW analysts and Situation Room staff;	Months 1-2
DC	Participate in the EW framework workshop with RECs representation, AU EW analysts and Situation Room staff;	Months 1-2
CIM	Liaise with RECs on their analysis	Month 1 – ongoing
DC	Participate in the operationalization of the parameters, scaling the responses and calibrating the measures, in coordination with the EW Unit	Months 2-3
DC	Revise current field reporting guidelines, field test the new tools, and revise accordingly, in coordination with the EW Unit	Months 2-3
DC	Contact service providers to secure the appropriate upgrades and training	Months 2-3
A	Design information instrument templates for events, situations and incidents / interventions	Months 2-3
CIM	Operationalize *crisis specific* parameters, scale and calibrate the measures;	Months 2-3
CIM	Operationalize *intervention specific* parameters, scale and calibrate the measures;	Months 2-3
O	Design reports targeting specific end users	Months 2-3
O	Develop structure for presentation of Chairperson's Reports	Months 2-3
O	Training of staff on production of high quality reports	Months 2-3
DC	Evaluate and purchase as deemed appropriate	Months 2-4
DC	Implement accordingly	Months 2-4
DC	Identify relevant parameters and data sources, and the index terms to be implemented in coordination with the EW Unit	Months 2-4
O	Workshop to develop common set of thresholds	Month 3
DC	Consider the utility of hosting a relief web like internal bulletin board resource service to support user driven exchanges	Months 3-4
O	Summarize Reports prepared by other organizations	Months 3-4
DC	Implement the enhanced country profile, including information pertaining to the sub-national level	Months 3-5

A	Implement early warning module	Months 3-6
DC	Conduct staff training and workshops in the optimal use of these tools, and deploy upgrades	Month 4 + annual
DC	Train personnel in the field reporting framework and deploy the system, monitor continuously	Month 4 + annual
O	Prepare Chairperson's Reports on the strategic environment and strategic actors	Month 4; 6 monthly
SE	Work with Chairperson's office to include Early Warning Report as regular agenda item on PSC	Months 4-6
CIM	Develop guidelines for reporting and analysis, field test the new tools, and revise accordingly;	Months 4-6
A	Develop guidelines, field test the new tools, and revise accordingly	Months 4-6
DC	Implement as deemed desirable	Months 4-6
DC	Orient and train personnel to the availability and usage of this expanded resource	Month 6 + annual
A	Train personnel in the analysis of field reporting data and deploy the system, monitor continuously and evaluate periodically	Month 6 + annual
CIM	Train personnel in crisis reporting and deploy the system, monitor continuously and retrain annually	Month 6 - ongoing + annual
CIM	Train personnel in intervention reporting, and deploy the system, monitoring continuously and retrain annually	Month 6 - ongoing + annual
O	Prepare Early Warning Report	Month 6, Ongoing
SE	Facilitate the systematisation of special off-the-record meetings with Chairperson and select PSC members and other actors	Month 7; Ongoing
SE	Support Special Missions of Panel of the Wise	Month 7 – Ongoing
A	Assess trends and significance of any inflections	Month 7 , ongoing
A	Check these data against any and all other dynamic information sources	Month 7 - ongoing
A	Check these dynamic data against any and all other structural information sources	Month 7 - ongoing
A	Articulate levels of significance for trends' deviations within their unique structural contexts, plus periodic peer reviews	Month 7 - ongoing + annual
A	Formulate scenarios and preventive response options, regularly exchange ongoing assessments and implement annual peer reviews of the scenario building	Month 7 - ongoing + annual
A	Conduct ongoing training of field reporting and quality control reviews with the RECs	Month 7 - ongoing + annual
A	Facilitate the regular exchange of information, analyze and recommendations among the AU units and the	Month 7 - ongoing +

	RECs, and other directorates pursuant to the Protocol	annual
CIM	Check the dynamic data from the EW framework and the missions against any and all other structural information sources	Month 7 - ongoing
CIM	Articulate levels of significance for trends' deviations within their unique structural contexts, and conduct periodic peer reviews	Month 7 - ongoing + annual
CIM	Formulate scenarios and preventive response options, and conduct periodic peer reviews	Month 7 - ongoing + annual
SE	Engage with other institutions of the AU	Month 7
SE	Develop communications and outreach strategy to support use of report by the Panel of the Wise and other functions	Month 7 – ongoing
SE	Purse track 2 diplomacy, engaging external actors as required	From month 10 as required
A	Conduct periodic cost-benefit analysis to optimize sharing of information and analysis resources	Annually
A	To conduct periodic assessments of performance	Annually
A	Sponsor a periodic workshop to harmonize and coordinate these efforts	Annual
A	To continuously outreach to the RECs and beyond to harmonize and coordinate EW efforts	Quarterly

V   STAFFING AND COST IMPLICATIONS

49.   This Roadmap has taken current staff levels as a given, but requires the recruitment of all AU Regular staff, UNDP and EU consultants that are currently designated for the CMC. The document has therefore focussed on additional capacity and resources that will be required to implement the CEWS such as consultancies. See Appendix E.

50.   The total cost for year one during which the EWS is established, is estimated at US$800 000. This figure excludes all staffing and other costs to be covered from the AU Regular budget, or from that from the UNDP or the EU.   See Appendix G.

VI.   CONCLUSION

51.   The Roadmap outlines the practical steps towards the operationalization of the CEWS in accordance with the provisions outlined in the PSC Protocol, building upon the progress made with the CMC situation room in recent years.

52.   With prudent financial considerations, the requirement to build an institutional development capacity and with the required political will of members states, the CEWS will strengthen the ability and capacity of the AU and the PSC to respond effectively to potential conflict and crises in Africa.

Appendixes:

Appendix A: Diagram on the CEWS
Appendix B: Logframe
Appendix C: Implementation Costs and Schedule by Function
Appendix D: Output Types
Appendix E: Human Resources
Appendix F: Technical Recommendations
Appendix G: Budget
Appendix H: Background

DIAGRAM OF THE CEWS
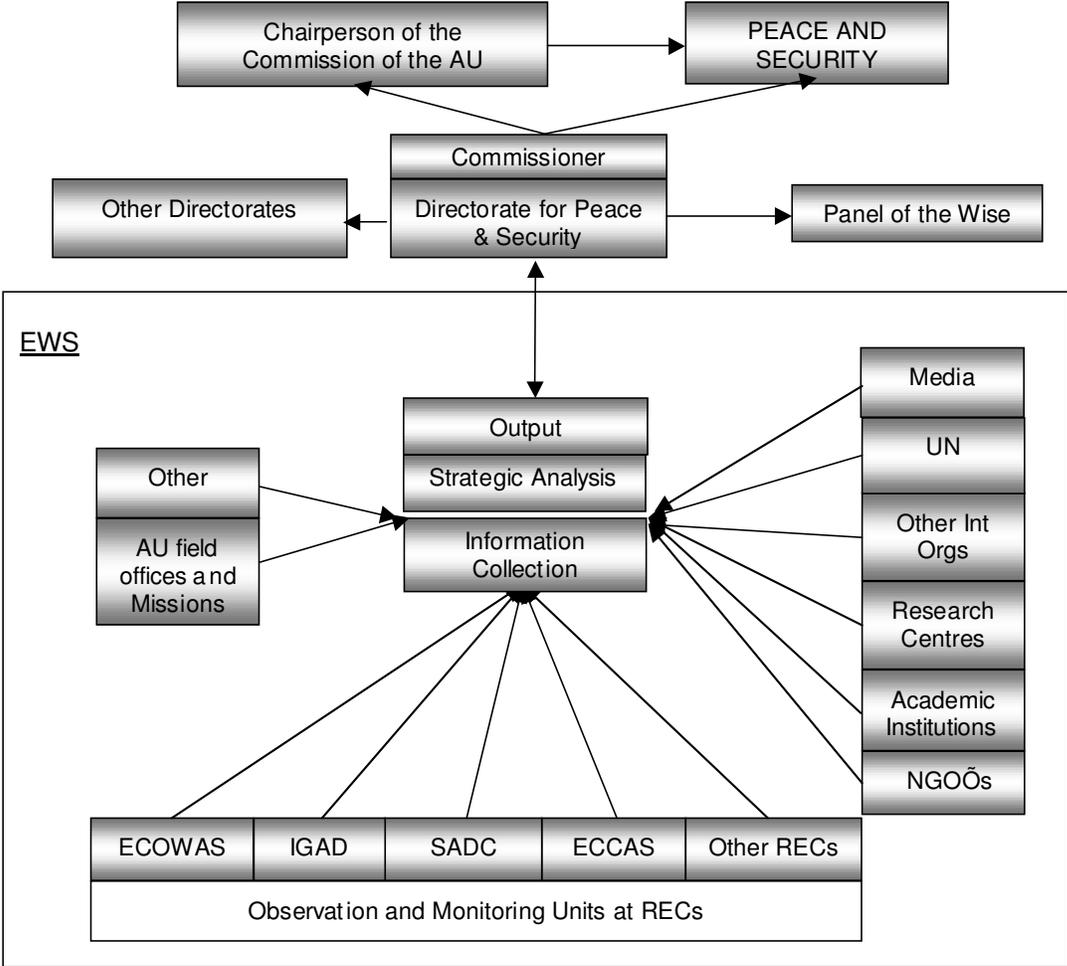
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Overall Goal: To generate a strategic response capability by the AU to respond to potential conflicts and threats to security and stability on the continent.

OBJECTIVES	FUNCTIONS	ACTIVITIES	ANTICIPATED OUTCOMES	IMPLICATIONS
1. To collect, archive, manage and distribute information pursuant to the Protocol	1. Support internal field reporting	Produce daily situation reports with structured and scaled measures A systematic assessment of current templates and reporting guidelines; review and extract current parameters, scale responses and calibrate the measures Revise current guidelines, field test new tools and revise accordingly Train personnel and deploy the system with continuous monitoring	Increased capacity for the early system of the CMD – to support internal field reporting	

| | 2. Provide public news clipping service; news trends service; and ensure linkage to African multilingual media sources | 2.1 Systematic assessment of current information technology infrastructure
 2.2 Identify gaps and contact service providers for possible upgrades
 2.3 Conduct in-house training on revised infrastructure
 2.4 Hosting relief web-like internal bulletin board resource service
 2.5 Systematic inventory of African-specific information service providers and subscribe to them as required | Linkage to more African and multi-lingual media sources

 Better support of internal information exchange | |
| | 3. Provision of internal country profile | 3.1 Design a template for AU specific country profile database
 3.2. Assess existing country profiles on African countries
 3.3. Develop AU specific country profile database
 3.4. Review and update country profiles on an annual basis
 3.5. Orient and train personnel on the use of country profile | Systematic internal country profiles with sub-national detail | |

2: To continuously monitor the social, political, economic and other situations across the continent, to analyse data and to articulate policy and preventive response options in real time pursuant to the Protocol	1. Design and specification of indicator based early warning framework	1.1 Conduct an early warning framework building workshop with RECs representation, EW analysts and situation room staff 1.2 Design information instrument templates: Events, Situations and Incidents/ Intervention 1.3 Field test and assess the new tools and revise accordingly 1.4 Train personnel and deploy the system 1.5 Monitor system's performance periodically	An indicator based early warning system	
	2. Early Warning Monitoring of situations and incidents and analysis of trends and dynamics in their structural context	2.1 Regular assessment of trends and reporting of significant deviations; and check against any and all other dynamic information sources	Systematic monitoring of situations and incidents Systematic articulation of policy and preventive options	
	3. Articulation of policy response and preventive options	3.1 Liaise with RECs on their analysis 3.2 Formulate scenarios and preventive response options 3.3 Contribute to production of Early Warning Report as triggered by the monitoring		

| | 4. Harmonisation and Coordination of a continental framework | 4.1 Conduct ongoing training and quality control
4.2 Facilitate regular exchange of information analysis of recommendations among AU Units and the RECs.
4.3 Conduct periodic cost-benefit analysis to optimize sharing of information and analysis resources; and period assessment of performance
4.4 Continuous outreach to RECs (quarterly) and beyond to harmonize and coordinate EW efforts
4.5 Identify and engage relevant sources of information and partners for the CEWS.
4.6 Sponsor periodic workshops to harmonize and coordinate EW efforts. | Harmonisation and coordination of a continental framework to include the RECs

Systematic coordination of partnerships with academics, civil society groups, UN and others, for Early warning | |

3:Support AU's management of acute situations of conflict and instability, disruptions and disasters pursuant to the Protocol	1. Monitoring and analysis of developments and dynamic in crisis situations	1.1 Desk officers participate in the EW Framework Workshop 1.2 Identify and operationalize **crisis specific** parameters, scale and calibrate the measures 1.3 Develop guidelines, field test the new tools and revise accordingly 1.4 Train personnel and deploy new system 1.5 Ensure continuous monitoring of the new system	Better monitoring of crisis situations as well as AU & other interventions	
	2. Monitoring and assessment of AU and other interventions	2.1 Identify and operationalize intervention specific parameters, scale and calibrate the measures 2.2 Develop guidelines, field test tools and revise as required 2.3 Train personnel and deploy the system; and ensure continuous monitoring	Increased capacity to coordinate information among AU field missions	
	3. Coordination of crisis information among AU field missions and provide logistical support for AU field missions	3.1 Develop an information network for free flow of information among and between field missions 3.2 Desk officers to continuously liaise will all AU field missions.		

	4. Articulation of policy and crisis response options	4.1 Check the dynamic data from EW Framework and the Missions against all other structural information sources 4.2. Articulate levels of significance for trends deviation within their unique structural contexts 4.3. Formulate scenarios and preventive response option 4.4 Contribute to production of Mission Reports and Chairperson's Report		
4: Translate information gathered and analyzed into useful products for generating action by AU Chairperson / PSC	1. Match products and end users	1.1 Identify the type of reports relevant to the needs of specific end users – e.g. Director PSD and other Directorates; Commissioner P and S; Chairperson, Panel of the Wise and PSC 1.2 Design reports targeting specific end users. A meeting of experts should be convened to develop a common set of thresholds (building on the indicators module) and agreed upon by Members States 1.3 When threshold is crossed, a report is generated for the attention of the Chairperson, who may table this at PSC meeting. 1.4 This should eventually be linked to the indicators module.	Better information on conflict situations where the AU is engaged as well as better knowledge of the strategic environment	

| | 2. Maintain with revision, reports currently generated by the CMD and create reports to inform decisions of PSC and AU Chairperson | 2.1 News Highlights and Mission Reports should be used to generate recommendations for action by Director, PSD, Head of CMD, etc.
2.2 Finalise and produce Early Warning Reports on potential conflict situations to be brought to the attention of the PSC by the Chairperson
2.3 Develop a structure for the presentation of the Chairperson's Reports, in consultation with the Office of the Chairperson.
2.4 On the basis of agreed format, prepare Chairperson's Reports to the PSC as required, covering several issues – e.g. progress on current conflict situations highlighting issues of concern and recommending future action; or report following incidents or events with recommended action
2.5 Prepare reports periodically to the Chairperson on strategic analysis and speculation about the future terrain and potential threats and role of strategic actors
2.6 Ensure staff training to produce good quality reports | Significant increase in analysis of potential conflicts and threats to peace and security

More systematic reporting within AU Commission and between the AU Commission and the PSC | |

	3. Present externally generated reports to the Chairperson/ PSC	3.1 Summarize and analyse reports prepared by other organizations external to the AU and bring to the attention of the PSD, Chairperson's office. 3.2 Outsource or commission thematic and other studies to external research institutions and experts as required. 3.3 Compile and/or update database on African experts and institutions	Better and more effective use of good quality research products generated externally	
5. Develop strategies for engaging decision makers (i.e. PSC/ Chairperson) on effective use of specific reports	1. Systematise the engagement of the PSC with potential conflict situations and issues	1.1 Work with the Office of the Chairperson to facilitate the inclusion of specific reports as a regular Agenda Item of the PSC. Most critical in this regard is the Early Warning Report 1.2 Support the reporting process in the PSC (through the Chairperson's office) 1.3 AU Chairperson tasks Panel of the Wise to undertake special missions on behalf of the Commission 1.4 Engage ECOSOC and other institutions of the AU. For example use of Reports by African Court of Human and People's Rights.	More effective action by AU and PSC in response to politically issues and situations	

	2. Create informal channels for AU Chairpersons engagement with PSC members and other critical actors	1.6 Work with Office of the Chairperson to facilitate and systematise Special Off-the-Record meetings with concerned PSC members and other critical actors such as expert groups or civil society actors – to galvanize action by the whole of the PSC 1.7 Schedule periodic meetings between the Panel of the Wise and the PSC		
	3. Create effective communication and outreach capacity in support of Special Reporting that links CEWS with other parts of the AU Commission	3.1 Develop Communications and outreach strategies to support Panel of the Wise and promote special missions 3.2 Communicate published reports to strategic media networks such as IRIN		
	4. Explore Second track diplomatic channels for triggering action by the PSC	4.1 Request outside institutions to take up the issue e.g. academics, other experts, and civil society actors.		

IMPLEMENTATION SCHEDULE AND COSTS BY FUNCTION[2]

Data Collection

Task	Activity	Timeline	Human Resources[3]	Duration	Costs[4]	Remarks
1.	Assessment of the current templates and reporting guidelines	Month 1-2	1 each, S, M, J + 2 C	2 weeks	$14,300	2 C fees, subs & tickets
1.1	Identification of new parameters to be implemented in a structured reporting system	Month 1-2	Use above resources		0	
1.2	Operationalize the structured reporting system	Month 2-3	Use above resources		0	
1.3	Revise current field reporting guidelines, field test the new tools, and revise accordingly	Month 2-3	1 each S, M + 1 C	2 weeks	$14,000	1 C fees, subs, & tickets, 3 on fd trip
1.4	Train personnel in the field reporting framework and deploy the system, monitor continuously	Month 4 + annual sessions	1 each S, M	1 week each session	0	Internal
2.1	Assess current use of information technology and infrastructure	Month 1-2	1 each S + M + IT Consultant	1 week	$6,400	
2.1.1	Contact service providers to secure the appropriate upgrades and training	Month 2-3	1 S	1 week	0	

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[2] Note that a number of activities are common to several functions. For example, the EW indicators workshop is a single activity included in various functions.
[3] Senior, Middle, Junior, Consultants (SMJC)
[4] Rates: Regional ticket = $1,000, International ticket = $1,500, Consultant daily rate =$500, daily sub = $200

2.1.2	Conduct staff training and workshops in the optimal use of these tools, and deploy upgrades	Month 4 + annual sessions	1 each S, M	1 week	0	
2.2.	Contact service providers for evaluation and availability of news trend analysis	Month 1-2	1 S + IT Consultant	1 week	$6,400	
2.2.	Evaluate and purchase as deemed appropriate	Month 2-4			$20,000	Estimate
2.3.	Systematically inventory and assess open-source African specific information and African information providers	Month 1-2	1 each M, J	2 weeks	0	
2.3.1	Implement accordingly	Month 2-4	Use above resources		0	
2.4.	Consider the utility of hosting a relief web like internal bulletin board resource service to support user driven exchanges	Month 3-4	1 M + IT Consultant	2 weeks	$11,300	
2.4.	Implement as deemed desirable	Month 4-6	Use above resources		0	
3	Assess current country profiles and their usage	Month 1-2	1 each M, J + C	1 week	$6,400	
3.1	Identify relevant parameters and data sources, and the index terms to be implemented in coordination with the EW Unit	Month 2-4	Use above resources			
3.2	Implement the enhanced country profile, including information pertaining to the sub-national level	Month 3-5	Use above resources			
3.3	Orient and train personnel to the availability and usage of this expanded resource	Month 6 + annual sessions	1 each S, M + IT Consultant	1 week	$6,400	

Strategic Analysis

Task	Activity	Timeline	Human Resources	Duration	Costs	Remarks

1.1	Conduct an EW indicators module workshop with RECs representation, partners, AU EW analysts and Situation Room staff to a, survey and evaluate existing frameworks both structural and dynamic, b, harmonize them into an AU specific EWS and develop a common set of thresholds to trigger early warning reports	Month 1-2	1 S, 2 M, 3 J, 2 C, 1 from each REC, 3 partner orgs	2 weeks	$53,000	
1.2	Design information instrument templates for events, situations and incidents / interventions	Month 2-3	1 M + 1 C	1 week	$6,400	
1.3	Operationalize the parameters, scale the responses and calibrate the measures	Month 3-6	1 each S, M + 1 C	2 weeks	$11,300	
1.4	Develop guidelines, field test the new tools, and revise accordingly	Month 4-6	1 M, 2 J + 1 C	4 weeks	$21,100	
1.5	Train personnel in the analysis of field reporting data and deploy the system, monitor continuously and evaluate periodically	Month 6 + annual sessions	1 each S, M, J	I week each session	0	
2.1	Assess trends and significance of any inflections	Month 7 , ongoing	1 each S, M		0	
2.2	Check these data against any and all other dynamic information sources	Month 7 - ongoing	1 each M, J		0	
2.3	Check these dynamic data against any and all other structural information sources	Month 7 - ongoing	1 each M, J		0	
2.4	Articulate levels of significance for trends' deviations within their unique structural contexts, plus periodic peer reviews	Month 7 - ongoing + annual sessions	1 each S, M	I week each session	0	
2.5	Liaise with RECs on their analysis, regularly exchange ongoing assessments and implement annual peer reviews of the data analysis and EW	Month 1 - ongoing + annual	1 S, 1 from each REC, 3 partner orgs	1 week each session	$16,000	

	tools	sessions			
2.6	Formulate scenarios and preventive response options, regularly exchange ongoing assessments and implement annual peer reviews of the scenario building	Month 7 - ongoing + annual sessions	1 each S, M	1 week each session	0
3.1	Conduct ongoing training of field reporting and quality control reviews with the RECs	Month 7 - ongoing + annual sessions	1 each S, M, J travel to 4 RECs (IGAD, ECOWAS, SADC, ECCAS)	1 week each session	$21,000	$7,000 each
3.2	Facilitate the regular exchange of information, analyze and recommendations among the AU units (Situation Room, desk officers and EW analysts) and the RECs, and other directorates pursuant to the Protocol	Month 7 - ongoing + annual sessions	Use above resources		
3.3	Conduct periodic cost-benefit analysis to optimize sharing of information and analysis resources	Annually	1 S		
3.4	To continuously outreach to the RECs and beyond to harmonize and coordinate EW efforts	Quarterly	1 S		
3.5	To conduct periodic assessments of performance	Annually	1 each S, M, J + C	1 week each session	$6,400
4.1	Establish networks and identify relevant sources of information and partners for the CEWS	Month 1 - ongoing	1 each S, M	1 week each session	
4.2	Sponsor a periodic workshop with partners to harmonize and coordinate these efforts	Annual	1 each S, M, J, C + 3 partners	1 week each session	$13,600

Strategic Analysis for Crisis and Intervention Management

Task	Activity	Timeline	Human Resources	Duration	Costs	Remarks
1.1	Host the EW indicators module workshop with RECs representation, AU EW analysts and Situation Room staff;	Month 1-2	3 M	2 weeks	0	
1.2	Operationalize **crisis specific** parameters, scale and calibrate the measures;	Month 2-3	2 M	1 week	0	
1.3	Develop guidelines for reporting and analysis, field test the new tools, and revise accordingly;	Month 4-6	2 M	1 week	0	
1.4	Train personnel in crisis reporting and deploy the system, monitor continuously and retrain annually	Month 6 - ongoing + annual sessions	1 each S, M	1 week each session	0	
2.1	Operationalize **intervention specific** parameters, scale and calibrate the measures;	Month 2-3	Use above resources		0	
2.2	Develop guidelines for reporting and analysis, field test the new tools, and revise accordingly;	Month 4-6	Use above resources		0	
2.3.	Evaluate and purchase as deemed appropriate	Month 2-4			$80,000	Estimate
2.4	Train personnel in intervention reporting, and deploy the system, monitoring continuously and retrain annually	Month 6 - ongoing + annual sessions	Use above resources		0	
3.1	Develop an information network to support coordination of field missions	Month 1 - ongoing	1 S		0	
3.2.	Continuously liaise with all AU field missions including field trips	Month 1 - ongoing	1 M (desk officers)	10 trips of 3 days each	$16,000	Currently 10 AU missions
4.1	Check the dynamic data from the EW indicators	Month 7 -	1 each M, J		0	

	module and the missions against any and all other structural information sources	ongoing				
4.2	Articulate levels of significance for trends' deviations within their unique structural contexts, and conduct periodic peer reviews	Month 7 - ongoing + annual sessions	1 each S, M	1 week each session	0	
4.3	Liaise with RECs on their analysis	Month 1 - ongoing	1 S		0	
4.4	Formulate scenarios and preventive response options, and conduct periodic peer reviews	Month 7 ongoing + annual sessions	1 each S, M	1 week each session	0	

Outputs

Task	Activity	Timeline	Human Resources	Duration	Costs	Remarks
1.1	Identify type of reports relevant to the needs of specific end users	Month 1-2	Team: Head CEWS; analysts and Assistants	1 week	0	
1.2	Design reports targeting specific end users.	Month 1-2	Same as above	1 week	0	
2.1	Use News Highlights & Mission Reports, to produce recommendations for action by Director, PSD, Head of CMD, etc	Month 2-3	Analysts	ongoing	0	
2.2	Finalise and produce Early Warning Reports	Month 6	Senior Analysts & Desk officers	Ongoing Est.12 EW Reports	0	

Task	Activity	Timeline	Human Resources	Duration	Costs	Remarks
				p/yr		
2.3	Develop structure for the presentation of the Chairperson's Reports	Month 2-3	Head CEWS	1 week	0	
2.4	Prepare Chairperson's Reports to the PSC as required,	Month 7	Analysts + Desk Officers	Ongoing	0	
2.5	Prepare reports to the Chairperson on future terrain and role of strategic actors	Month 6	Head CEWS	Ongoing/ 2 per/yr	0	
2.6	Ensure staff training to produce good quality reports	Month 2-3	Analysts, Desk Officers + 1 C	1 week	$6,400	
3.1	Summarize and analyse reports prepared by other organizations.	Month 4	Analysts	Ongoing	0	
3.2	Outsource / commission thematic & other studies to external research institutions and experts	Month 7	Head CEWS	Ongoing	$200,000	4 reports per year
3.3	Compile and/or update database on African experts and institutions	Month 2-3	Analysts, Desk officer	Ongoing	0	

Engagement with Decision Makers

Task	Activity	Timeline	Human Resources	Duration	Costs	Remarks
1.1	Facilitate the inclusion of EW Report as a regular Agenda Item of the PSC.	Months 4-6	Head CEWS	2 months?	0	
1.2	Support the reporting process in the PSC	Ongoing	Analysts	Ongoing	0	
1.3	Support Panel of the Wise' special missions	Ongoing	Desk officers	Ongoing		Panel of Wise budget
1.4	Engage ECOSOC and other institutions of the AU	Ongoing	Head CEWS	Ongoing	$9,600	6 trips
2.1	Facilitate and systematise Special Off-the-Record	Ongoing	Head CEWS	Ongoing	0	

	meetings with concerned PSC members and others					
2.2	Schedule periodic meetings between the Panel of the Wise and the PSC	Month 10 and later	Head CEWS + PSC Secretariat	Ongoing	0	
3.1	Develop Communications and outreach strategies to support Panel of the Wise and promote special missions	Month 7	Head CEWS	2 months + quarterly reviews	0	
3.2	Communicate published reports to strategic media networks such as IRIN	Month 7	Head CEWS + Head CMD	Ongoing	0	
4.1	Request outside institutions to take up the issue e.g. academics, other experts, and civil society actors	Month 7	Head CEWS + Head CMD with Bureau of the Chairperson	As required	0	

APPENDIX D

OUTPUT TYPES

Name/Type	Description Character	Initiator?	Who leads on production?	Timing	Distr at PSC?	Distribution
CMD Outputs						
News Highlights	Information from open sources.	Situation room staff	Interns/ automated	Daily	No	Unrestricted
Situation Reports	Noteworthy/key information received from field missions and offices through sitreps for wider distribution	Situation room staff	Situation room staff	Daily	No	Head of CMD authorizes distribution
Mission Reports	Fact-finding reports, following visits of members of the Panel	Commissioner for Peace	Desk officers in CMD	As required	Possibly	Commissioner for Peace and Security authorizes

	of the Wise, special envoys, etc.	and Security				distribution beyond Commission.
Early Warning Reports	On potential conflict areas. The Chairperson tables this under a regular agenda item at PSC meetings. Countries are included in the report based on threshold indicators. It includes options for action.	Commissioner for Peace and Security	Analysts within EWS working with desk officers generated from regular monitoring.	Regular agenda item on PSC. Reports are tabled as available.	Yes	As determined by the Chairperson of the Commission.
Reports of the Chairperson to the PSC	Reports produced on behalf of the Chairperson to allow for strategic planning and decisions at the level of the PSC. These take stock of the current situation, highlight issues of success and concern, and recommend future action. Similar to UNSG reports and could include reports following or in anticipation of an incident (eg a coup) with national or regional ramifications. It should include options for action.	Commissioner for Peace and Security or Head of Field Mission or Office	Field missions, desk officers and analysts	As informed by mission mandate and as required	Yes	Commissioner for Peace and Security authorizes distribution beyond Commission

HUMAN RESOURCES

1.   At the Maputo Summit African Heads of State and Government approved a new staff complement for the Commission of the African Union that provides for a staffing complement of 56 persons for the Department of Peace and Security. Subsequent decisions provide for internal adjustments within the staffing structure of the AU up to the level as approved by the Maputo Summit.

2.   Once partner support is included, the potential composition of the EWS (including staff for the Situation room, early warning system and pool of desk officers) can be summarized as follows:

Description	AU reg staff	UNDP	EU
P6		3	
P5 (excludes head of CMD)		1	2
P4			1
P3	2		
P2 (analysts and desk officers)	14		
Assistants	6		
Total staff to work within the EWS	22	4	3

3.   The regular staffing structure for the AU, and subsequent negotiations, have not taken the detail requirements on the operationalization of the Early Warning System of the PSC into account.

4.   The AU will not succeed in translating its obligations under the PSC Protocol on early warning into practice if it does not provide for sufficient senior and capable staff for the CEWS as part of the regular staffing structure of the AU.

5.   Under current circumstances the CEWS will be inordinately dependent upon extra-budgetary support measures, particularly those of the European Union and the UNDP. In fact, without this support, the CEWS will not be able to function and even then at a level impaired by insufficient staffing numbers at too junior a level.   The most serious concern is the allocation of desk officers and analysts at the level of P2. If one considers that these officers are to prepare and present analysis on emerging and current conflicts for discussion at the PSC and in support of ongoing AU missions, the associated skills should be pegged at P4 level.

6.   The Commission and Member States should address these concerns as a matter of urgency. In the table below, cost savings achieved through the reduction in total staff numbers have been used to upgrade the level of proposed staff. Note that the budget presented in a separate Appendix does not provide for any changes in the staffing structure as provided by the African Union.

Recommended Staff Requirements and Responsibilities

Job Title	Grade	Key Responsibilities
Head of Early Warning Unit	P5	• Overall coordination of staff Analysts, designated desk officers and other staff; and management of CEWS • Engage in high level discussions relating to strategic engagement with decision makers • Overall responsibility for preparation of Early Warning Report to be presented by AU Chair to the PSC • Preparation of periodic analysis of the strategic environment and critical actors to the Commission AU Chairperson • Coordinate all CEWS reports • Review and provide quality control for reports and analysis • Oversee strategic initiatives • Lead the development of outreach strategy for CEWS
Senior Analysts (2)	P5	• Prepare Early Warning Reports • Prepare Special Reports • Liaise with RECs • Provide training to staff on early warning indicators module workshop and annual review/ refresher training • Oversee annual workshops with the RECs
Liaison Officers (1)	P4	• Coordinating and harmonizing with the RECs, UN, academic institutions, NGOs, etc.
Analysts (5)	P2	• Engage in systematic trend tracking to supplement daily narratives • Analyze daily news highlights to prepare short analytical briefings to Head of CEWS, CMD and PSD • Work closely with situation room to generate initial analysis when threshold is crossed • Work with Desk Officers to prepare Chairperson's Reports following special events and incidents • Work with desk officers in the preparation of Chairpersons reports on on-going conflict

		situations mandated by the PSC • Assist with preparation of meetings with the RECs
Desk Officers (7)		• Produce daily situation reports • Produce Mission Reports and Chairperson's reports on peace missions mandated by the PSC • Work with Analysts to prepare Chairpersons reports on Early Warning and reports following special events and incidents
Editor (1)		• Editing of all reports
Assistants		• Monitor events and news highlights from situation room • Provide relevant data to analysts for development of Early Warning Report • Report production and dissemination

APPENDIX F

TECHNICAL RECOMMENDATIONS

1.   In line with the recommendations from the UNDPKO report of March 2005, to improve the communications facilities of the Situation Room the following should happen:

- ▪ The Situation Room should be equipped with at least one international telephone line and a separate fax line.
- ▪ The Situation Room should also be equipped with a portable satellite phone in the event that public phone/fax lines are non-operational.
- ▪ The Situation Room must be provided with faster Internet access and this be made available to all computers in the Situation Room. This could be enabled either using high-speed telephone lies such as Integrated Services Digital Network (ISDN), through the acquisition of satellite equipment using V-SAT or directly through a satellite service provider. A dedicated Very Small Aperture Terminal (V-SAT) satellite link would benefit not only the Situation Room, but the entire AU Commission.
- ▪ Existing HF equipment further be enhanced to provide data services using HF-compatible data modems to connect to ccMail systems. CCMail, if installed at the AU Commission could be replicated to remove sites for system-wide communication.
- ▪ A briefing room should be earmarked for audio and video teleconferencing to enable the Commission to communicate with similarly equipped offices in the field. This would save critical time for set-up and would make maintenance easier.
- ▪ The Situation Room should subscribe to a specifically developed newsfeed to strengthen the access to on-line information sources and to tailor a 'media source profile' including major

news outlets covering Africa (AFP, AP, Deutsche Presse Agentur, Itar-Tass, Reuters, Xinhau**)** and continent-based African news sources. This could be done through a company such as NewsEdge or Factiva.

BUDGET

Item no	Post Description	Level	Annual remun	Qty	Cost per annum	Remarks
Staffing Costs: Regular Staff						
1	Principal Officer	P5 Step 5	$36,960.00	0	$0.00	AU budget
2	Senior Officer	P4 Step 5	$33,144.00	0	$0.00	AU budget
3	First Officer	P3 Step 5	$28,488.00	2	$0.00	AU budget
4	Second Officer	P2 Step 5	$23,832.00	14	$0.00	AU budget
5	Information assistants	GSA4-Step 5	$11,664.00	6	$0.00	AU budget
Staffing Costs: Consultants						
7	Profes International	P6 Step 5	$78,829.51	3	$0.00	EU or UNDP budget
8	Profes International	P5 Step 5	$75,624.00	1	$0.00	EU or UNDP budget
9	Profes International	P4-Step 5	$69,480.24	1	$0.00	EU or UNDP budget
10	Profes International	P3 - Step 5	$59,679.48	0	$0.00	EU or UNDP budget
11	Profes International	P2 - Step 5	$52,183.32	5	$0.00	EU or UNDP budget
Office Running Costs						
12	Per person per year		$0.00	1	$0.00	AU budget
Electronic Subscriptions						
13	Annual research subscriptions		$50,000.00	1	$50,000.00	Roadmap
Year One Activity costs						
14	Detailed in Implementation Schedule (App C)			1	$546,000.00	Roadmap, Appendix C
CAPEX (year one only)						
15	Computers, office furniture, etc.		$0.00	0	$0.00	AU, EU or UNDP budget
16	Office furniture		$30,000.00	1	$30,000.00	Roadmap, Appendix

					F
17	4.6m dia V-SAT earth station		$175,000.00	1	$175,000.00	Roadmap, Appendix F
18	Audio conference unit		$1,000.00	1	$1,000.00	Roadmap, Appendix F
Total costs year one					**$802,000.00**	

Note: Salary scales for non regular staff taken from 'Gross Salary p.a.' from AD/FIN/3656 dd 3 June 2004 Conditions of service and remunerations for project staff, consultant or other staff members. Salary scales for regular staff taken from AU salary scales but appear to exclude benefits.

BACKGROUND

1.   The establishment of a unit for conflict early warning at continental level was initiated in June 1992 when, at its 28th Meeting in Dakar, Senegal, the Assembly of the Organization of African Unity (OAU) decided to establish the Mechanism for Conflict Prevention, Management and Resolution. In June 1993 the 'Cairo Declaration' established the Central Mechanism for Conflict Prevention, Management and Resolution[5] charged with the anticipation and prevention of situations of armed conflict as well as with undertaking peacemaking and peace-building efforts during conflicts and in post-conflict situations.

2.   In 1994, the Mechanism created a Division for Conflict Management and formalised an associated financial facility, the Peace Fund. The Conflict Management Division was tasked with the development of policy options and the co-ordination of activities in support of the Mechanism's mission as described in par 1. To this end, the Division was expected to

- a.   Collect, collate and disseminate information relating to current and potential conflicts;
- b.   Prepare and present policy options to the Secretary general of the OAU;
- c.   Undertake or commission analysis and long-term research; and
- d.   Support and manage political, civilian and military observer missions, and co-ordinate regional training policies to support peacekeeping operations.

3.   In June 1995, the OAU Council of Ministers meeting in Addis Ababa, Ethiopia, endorsed a proposal submitted by the Secretary General for the establishment of a continental early warning system (EWS) within the context of the Central Mechanism.

4.   In January 1996, the OAU organized a seminar of experts in Addis Ababa, Ethiopia, to brainstorm on the modalities on the EWS. Within the context of the limitations of the Mechanism, the seminar concluded that the envisaged early warning system should be based on a coordinating facility, located at the AU Commission, capable of gathering and analyzing information with a view to facilitating decision making and early preemptive political action by the relevant organs of the Mechanism. In performing its role, the EWS was to rely upon close cooperation and interaction with focal points located within Member States as well as within regional organizations and other institutions.

5.   A second experts meeting in 1998 proposed a rudimentary EWS consisting of an Internet-linked Situation Room based in Addis Ababa and the development of a system of early warning focal points around the continent. The system discussed at that meeting included the use of non-governmental organizations, universities, journalists and others appointed by the OAU to act as providers of

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[5] OAU, Declaration of the Assembly of Heads of State and Government on the Establishment within the OAU of a Mechanism for Conflict Prevention, Management and Resolution, 29th Ordinary Session, Cairo, 28-30 June 1993.

information. In addition, two sets of indicators were discussed but not finalized, for the 'prediction' of impending conflict and to analyze ongoing conflict.

6. Developments in the intervening years saw the establishment of an early warning Situation Room at the OAU, staffed by four information assistants and one professional staff member (the Head of the Early Warning Unit). The unit produced two daily news reports from media sources, distributed as hard copies or via the OAU Intranet.

7. As part of the effort to enhance the Situation Room, a UNDPKO team visited the AU Situation Room during February 2002 to make an overall assessment of its existing capabilities and anticipated operational requirements. The UNDPKO team proposed a two-phased improvement of various capacity strengthening measures to be implemented over three years. Consistent with the recommendations for the first phase the Situation Room now operates around the clock (with six assistants instead of the previous four), acts as point of contact with AU Headquarters and provides a communication link between senior AU personnel and field operations.

8. The UNDPKO also recommended further improvement and upgrading of the communications equipment as well as training of the Situation Room personnel to enable it to undertake the following additional tasks:

- Assist in managing emergency/crisis situations through the establishment of quick, reliable communications between OAU headquarters and points-of-contact in the region concerned.
- Facilitate audio- and later video-teleconferences with OAU representatives/envoys or missions.

9. During the July 2003 Summit meeting of the AU in Maputo, Mozambique, AU Heads of State mandated the Commission of the Union to take the necessary steps for the establishment of the Continental Early Warning System (CEWS) in anticipation of the entry into force of the PSC Protocol later that year. To this end, the Commission organized an expert workshop in Addis Ababa in October 2003 to "brainstorm on the practical modalities and steps, drawing lessons from existing regional and international experiences on the establishment and functioning of an early warning system."

11. During the 7th Ordinary Session of the Executive Council meeting in Sirte, Libya from 28th June to 2nd July 2005, the Council "STRESSES the need for the effective operationalization of the various segments of the African peace and security architecture, including the Continental Early Warning System (CEWS), the Panel of the Wise and the African Standby Force (ASF) as well as the finalization of the Memorandum of Understanding (MoU) between the AU and the RECs, which will enhance the exchange of information and the coordination of activities between the AU and the RECs."[6]

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[6] EX/CL/Dec.225(VII)

2005-07-02

Draft Roadmap for the Operationalization of the Continental Early Warning System (CEWS) 28th June to 2nd July 2005

African Union

Peace and Security Department