

# MEDIATION SUPPORT UNIT (AU MSU)

Report of the Meeting on the Operationalization of  
the African Union Mediation Support Unit (AU MSU)

*Held at the AU Headquarters in Addis Ababa  
from 6th – 8th September 2016*





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**Group Photo:**  
Participants at the Meeting on the Operationalization of the African Union Mediation Support Unit (AU MSU) held at the AU Headquarters in Addis Ababa from 6th – 8th September 2016



*From Right: Ag. Director, AU Peace and Security Department, Dr Admore Kambudzi, AU Commissioner for Peace and Security, H.E. Amb Smail Chergui, H.E. Haile Menkerios, the SRSG and Head of the UNOAU, and Head of the AU Crisis Management and PCR Division Dr. Alhaji Sarjoh Bah*

This document is published by the AU Mediation Support Unit of the Crisis Management and Post-Conflict Reconstruction and Development Division (CM PCRD) under the auspices of the Peace and Security Department (PSD) of the African Union Commission (AUC), Addis Ababa, Ethiopia

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# Abbreviations and Acronyms

APSA	African Peace and Security Architecture
AU	African Union
AUC	African Union Commission
AULO	African Union Liaison Office
CM PCRDR	Crisis Management and Post-Conflict Reconstruction and Development Division
CSO	Civil Society Organization
ECOWAS	Economic Community of West African States
ECCAS	Economic Community of Central African States
IGAD	Intergovernmental Authority on Development
MSU	Mediation Support Unit
NGO	Non-Governmental Organization
OAU	Organisation of African Unity
PCRDR	Post-Conflict Reconstruction and Development
PSC	Peace and Security Council
PSD	Peace and Security Department
RECs	Regional Economic Communities
UNOAU	United Nations Office to the African Union
SADC	Southern African Development Community
SOPs	Standard Operating Procedures
SRSR	Special Representative of the Secretary General

# A. Acknowledgments

The African Union Mediation Support Unit (AU MSU), located within the Crisis Management and Post-Conflict Reconstruction and Development Division (CM PCRD) of the Peace and Security Department (PSD) of the African Union Commission (AUC) , would like to thank the Embassy of the United Kingdom (UK) in Addis Ababa, and the government of the UK for their generous financial support that made it possible for the holding of this experts' meeting on the operationalization of the AU MSU held in Addis Ababa, Ethiopia, from 6th to 8th September 2016. The AU MSU also wishes to express its gratitude to the United Nations Office to the African Union (UNOAU) for its collaboration in the planning of the meeting. The AU MSU equally appreciates the interest expressed by partners as manifested in their various enquiries to explore avenues for collaboration with and support for the AU MSU. The PSD expresses its gratitude to the AU's Department of Political Affairs (DPA) for its support and collaboration in the operationalization of the AU MSU.

## B. About the AU MSU

The AU MSU is part of the Crisis Management and Post-Conflict Reconstruction and Development Division (CM PCR/D) of the Peace and Security Department (PSD) of the African Union Commission (AUC). The Unit has been created to strengthen the mediation efforts of the African Union through the establishment of a systematic mechanism for offering the necessary technical, logistical and organizational support to the work of AU-designated mediators. The establishment of the AU MSU forms part of AUC's efforts to enhance the effectiveness of African Peace and Security Architecture (APSA).

### B.1 Introduction

On 6th-8th September 2016, the African Union Commission (AUC) organized a meeting on the operationalization of the recently established African Union Mediation Support Unit (AU MSU) in Addis Ababa. The meeting assembled AU Commission staff both from the Headquarters and the AU Liaison Offices (AULOs), AU Special Envoys, Regional Economic Communities (RECs), including IGAD, ECOWAS, ECCAS and SADC, the United Nations (UN), the European Union, academics and Civil Society Organizations (CSOs) to discuss and exchange experiences and ideas on how best to structure and operationalize the AU MSU. Participants reviewed existing AU mediation structures, practices, protocols, Standard Operating Procedures (SOPs), and challenges. They then proposed ways to make the mediation efforts of the AU more effective in responding to contemporary demands of the AU mediation landscape.

In his opening address, the Commissioner for Peace and Security, His Excellency Ambassador Smail Chergui, stressed that the main objective of the AU MSU is to deliver systematic and sustained support to the mediation work of the AU. He explained that the Unit will perform its task by designing and revising AU mediation SOPs to meet current needs, providing technical assistance to field missions, organizing logistical support to mediators, Special Envoys and Special Representatives, documenting AU mediation practices as well as coordinating the conduct, implementation, monitoring and evaluation of all aspects of AU mediation processes.

In that regard, H.E. Ambassador Chergui, underlined that the immediate priority of the AU MSU will be to: develop the technical skills, institutional capacity and





*From Right: The Commissioner for Peace and Security, His Excellency Ambassador Smail Chergui addressing the Meeting alongside His Excellency Haile Menkerios, the SRSR and Head of the UNOAU*

staffing complement needed to draw lessons from the experiences of past and present AU mediators; interact with mediators in order to exchange views, insights and perspectives; train the next generation of mediators and back stoppers, as well as to offer training to mediation support teams and parties in the field. He noted that such skills and insights are again necessary for collaboration and cooperation with the United Nations (UN), Regional Organizations, Regional Economic Communities (RECs)/Regional Mechanisms (RMs), Member states, research institutions, civil society and Non-Governmental Organizations (NGOs).

Commissioner Chergui noted that another key objective of the AU MSU is knowledge production and management including the collection and analysis of the stock of information capable of serving as conceptual and practical reference for the AU MSU. These include examination of frequent challenges to mediation and ways to address them, identification of best practices, needs assessment of mediation teams, and the development of criteria for the appointment of mediators. He noted that the AU MSU should equally engage in research that will produce good mediation materials, including cutting-edge SOPs, negotiation tactics, briefing packages,

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*H.E. Amb Smail Chergui, AU Commissioner for Peace and Security*

training kits and manuals for AU mediation support efforts. Commissioner Chergui emphasized that the main objective of the meeting was to determine structures and modalities to put in place to operationalize the AU MSU in order for it to assist with the selection of mediators and how best to assist AU mediation teams in the field. He, accordingly, entreated participants to propose structures, institutions and modalities capable of facilitating the mediation work of the AU.

In his remarks during the opening session, His Excellency Haile Menkerios, the SRSG and Head of the UNOAU, underscored the need for collaboration and cooperation between the AU and the UN in matters of mediation. He stressed the importance of international partnership, noting that mediation is not a job for one person or one institution alone. For that reason, H.E. Menkerios emphasized the need for coordination among the multitude of external actors who need to collaborate and not to compete, in order to ensure a coherent and successful approach to mediation. Outlining the considerations that must guide the selection of mediators, H.E. Menkerios equally stressed the need to be mindful of the personal qualities of the mediator and the context of the mediation.

According to H.E. Menkerios, it was imperative for a mediator to have the relevant gravitas as well as the trust and confidence of the mediating parties, and a good understanding of the context of the conflict being mediated. Expanding on the relevance of context, H.E. Menkerios noted that the context of a conflict should usually be the basis for determining the roles played by the various international actors in the mediation theatre.

## **B.2 Themes of the Discussion**

The salient issues raised at the meeting can be classified under the following themes:

### **B.2.1 Existing AU Mediation Architectures and its Challenges**

The meeting noted that a central feature of the AU's promotion of peace and security in Africa is the deployment of Special Envoys or Special Representatives or the creation of High-Level Panels or the appointment of sitting or former Heads of State



by the Chairperson of the AU Commission to mediate between/among conflicting parties in intrastate or interstate conflict. During such assignments, staff members of the Commission and other experts are often deployed to support the AU-designated Envoys. The meeting noted that this approach has had mixed successes.

Participants noted, for example, that while the appointment of prominent (former) heads of state as mediators in conflicts has its advantages, it can easily create the impression that the AU mediation team will favor incumbent government in a conflict. They urge the AU leadership to ensure that prominent (former) heads of state who are appointed as mediators engender widespread perceptions of impartiality among parties in conflict. Participants also noted that it is important that the AU-designated mediators are supported by a team of technical experts, and competent administrative apparatus from the AUC. Participants observed that little capacity exists within the structures of the AU Commission at the moment to support in a meaningful way current AU mediators and facilitators to realize their full potential and to succeed.

Participants noted, for instance, that the absence of systematized mediation procedures means that the deployment of mediation missions has at times been delayed and missions have often been deployed without any pre-deployment arrangement and comprehensive needs assessment. The limited internal AUC mediation support capacity has also meant that Liaison Offices and Field Missions who are expected to engage in mediation support activities often lack the required expertise, logistical support, and the required staff. Participant recommended that the AUC urgently develop its internal capacity to address this glaring lacuna.

## **B.2.2 The Need for Multilevel Mediation**

Participants underlined the peacebuilding role of mediation and explored the best way to ensure that tensions at local, national, regional levels do not exacerbate or escalate into a conflict situation. They noted the importance of constantly monitoring and addressing possible causes of conflict through preventive mediation. Contributors identified key drivers of conflicts including electoral and post-electoral disputes, management of diversity and exploitation of religious and ethnic differences; inequality and disputes over sharing of benefits of natural resources; and political and ideological tensions. They also stressed the need to understand the roles and interests of diaspora communities regarding the causes, escalation, and resolution of conflicts on the continent.

Participants noted that mediation efforts are severely challenged by the complexities of contemporary conflicts. They noted that the dynamics underpinning most



*From Right: Head of the AU Crisis Management and Post-Conflict Reconstruction and Development Division Dr. Alhaji Sarjoh Bah alongside Professor Laurie Nathan, a Mediation Expert from the University of Pretoria*



*Against the backdrop of the increasing involvement of religious extremist armed groups that articulate a political agenda in conflicts on the continent, participants encouraged the AU to explore innovative ways of peaceful engagements with such groups.*

of the conflicts being mediated requires multiple processes and approaches. However, while acknowledging the utility of multi-level approaches to mediation, participants also noted that addressing these tensions/conflicts at multiple levels through Tracks 1, 1.5, 2, or 3 mediation processes requires effective coordination and dynamic mediation methodologies. Against the backdrop of the increasing involvement of religious extremist armed groups that articulate a political agenda in conflicts on the continent, participants encouraged the AU to explore innovative ways of peaceful engagements with such groups.

Participants equally stressed that it will be imperative for the AU to be proactive rather than reactive to African crisis and appealed to the AUC to prioritize the design of mediation capacity that is nimble and one that can position the organization to mediate future tensions including disputes before they become full-blown crisis. For these reasons, participants urged the AU MSU to develop and strengthen its collaboration with existing national and local mediation structures as well as to assist Member States to create infrastructure for peace in areas where they do not yet exist. This, it was argued, should involve the inclusion of religious, traditional, youth and other community leaders as well as other important and influential diaspora groups and individuals in mediation efforts at various levels in Africa. In that regard, participants called for the development of a roadmap for the implementation of the activities of the AU MSU. They also suggested the development of at least a two-year work plan and an outline of resource implications of the plan.

### **B.2.3 Structural Challenges to AU Mediation Efforts**

The meeting identified the following seven points as constituting critical strategic challenges to mediation in Africa, and concluded that the situation needs to be improved:

- i. Prevention: Participants agreed that one of the key challenges to mediation endeavors include poor coordination among external actors and absence of any meaningful learning from past AU mediation experiences.
- ii. Weak partnership and coordination with RECs and other strategic partners: Participants noted the absence of clear understanding of the principles of complementarity, subsidiarity and comparative advantage among international organizations;



- iii. Transnational nature of most conflicts in Africa: Participants observed that the majority of domestic conflicts in Africa have strong transnational connections and the AU MSU will have to find creative ways to solicit the support of external actors especially diaspora communities to resolve these conflicts;
- iv. Deadline diplomacy and impatience: Participants noted that mediation is not an event but a process yet there is an unhealthy tendency to set rigid timelines or resort to coercive measures whenever mediation encounters any significant challenge;
- v. The youth and gender challenge: Participants observed the disconnect between the generation of people who are often appointed as mediators/support staff and the youthful nature and gender make-up of the demography of the continent;
- vi. The problem of impartiality: Participants noted that the AU approach to mediation makes it difficult to screen out mediators who may be perceived as impartial. The people who often have the necessary gravitas to open doors for the AU often tend to rely on social, political and economic networks that in some instances do not engender trust among key parties to conflicts.
- vii. Continued fixation with state sovereignty: Participants noted that the continued fixation with state sovereignty in many parts of Africa will pose a major structural challenge to the work of the AU MSU.
- viii. To kick-start the process of addressing these challenges, the meeting proposed that the AU MSU should bring together a high-level panel of mediators who have conducted mediation under the auspices of the OAU/AU to discuss lessons learned from African collective experiences with mediation. Participants agreed that it is imperative to





*One of the key challenges to mediation endeavors include poor coordination among external actors and absence of any meaningful learning from past AU mediation experiences.*

have a competent MSU to support and coordinate AU mediation work in the field and to assist the chief mediator. They equally underlined the importance of ensuring that the AU mediation support teams are diverse enough with specific emphasis on women and youth, so that there is affinity between the different stakeholders in conflicts and the mediation process. Participants were of the opinion that mediators and support staff should be appointed mainly on the basis of competence, experience and commitment. As a start, they therefore called on the AUC to ensure that they recruit the most competent, committed and dedicated staff for the AU MSU.

#### **B.2.4 Funding and Logistical Support**

Participants agreed that mediation operations need to be adequately resourced to ensure that the integrity of the process and the delicate nature of the work are maintained. They, therefore, stressed that the AU needs to strengthen its current



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capacity and enhance its mechanisms in order to provide better logistical and financial support to mediators. In this regard, they noted that there are a number of partners who are interested in assisting the AU MSU and it imperative to position the AU MSU in such a way that it is able to enjoy the full trust of member states and partners.

Participants, therefore, recommended that the AU MSU should engage in fundraising in the interim as the AU work out the mechanisms and implementation modalities of the new funding formulae as agreed upon during the 27<sup>th</sup> African Union Summit held in July 2016 in Kigali. They equally stressed the need to establish a special budget to cater for unpredictable and emergency situations.

### **B.2.5 Research, Publication and Dissemination of Information**

Participants stressed the importance of documenting African mediation experiences, taking stock and drawing lessons from past practices and maintaining institutional memory of AU mediation work. They proposed to the AU MSU to recruit competent and dedicated staff to coordinate research and publication of AU mediation efforts with a view to strengthening knowledge production and helping AU mediators avoid past mistakes. Participants pointed out that a dedicated knowledge management expert within AU MSU will also enhance the skills of mediators and mediation teams to effectively fulfill their respective roles in the mediation process. In that regard, they recommended that regular assessment and constant updates be undertaken not only of the history of the conflict, nature of the parties, the interests and position of the parties in dispute, but also on new mediation trends and negotiation strategies, proposals for addressing new developments and complications. Such regular analysis and updates should be provided to mediators at the appropriate time. For most participants, mediation and conflict management are not just political issues, they are intellectual challenges as well.

The participants also expressed the view that the AU MSU would benefit from competent and dedicated communication interlocutors. Parties in conflicts are savvy in the way they use both traditional and social media as negotiation tools and the AU MSU must be positioned in such a way that it is able to help mediators and mediation teams to design effective communication strategies and tools and to proactively control the message. In this regard, participants





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underlined the importance of having a dedicated communication expertise that can help the AU MSU to communicate and collaborate effectively with African citizens especially those in conflict zones, researchers and institutes, NGOs and CSOs, diplomatic communities, and the larger international community on mediation related matters.

### **B.2.6 International Collaboration**

Participants underscored the importance of international partnership in mediation of African conflicts and bemoaned the lack of coordination of the various mediation activities undertaken by global, continental, regional and local actors. They called for an end to the “beauty pageant-type” of competition that is often witnessed in African mediation settings. They noted that the creation of the AU MSU is timely as it provides the best window of opportunity for coordinating the plethora of actors in African mediation theatre. They further noted that the AU can give the necessary legitimacy and political support to the AU MSU to coordinate and ensure that the various international players in mediation settings speak with a united voice and avoid creating opportunities for belligerents to forum-shop as well as play off one actor against the other.

Participants equally underlined that collaboration among international actors is critically important for the AU MSU to achieve its objectives of delivering systematic and sustained support to AU mediation processes and implementation of the resulting agreements. In this regard, participants called for division of labor and scrupulous respect for the principles of subsidiarity, complementarity and comparative advantage, noting that there is enough work for every actor interested in African mediation as no single entity, however well-resourced, can on its own do the enormous work involved in mediating the various conflicts in Africa. Participants, therefore, called on the AU MSU to ensure that there is regular and periodic consultation between the AU and the RECs, which are truly the building blocks of the AU, the UN, donors, and other relevant international partners on mediation related matters. Bi-annual consultative forum can be established by the AU MSU to serve this purpose.

Participants stressed that collaboration, coordination and harmonization of activities should be guided by the spirit of the AU’s Shared Values and common agenda. In this regard they recommended a holistic approach to coordination that

may include joint assessment and evaluation missions, capacity building, staff exchange, training, and retreats. The key objective, they argued, should be to sharpen the comparative strength of each international actor in helping to find acceptable solutions to disputes in Africa.

Participants noted that the establishment of AU MSU opens up great opportunities to strengthen the cooperation between the UN and the AU at both the operational and institutional levels. They noted that in this effort the UN MSU should be considered a strategic partner for the AU MSU. The AU MSU should work closely with its UN counterparts in cultivating and nurturing a critical mass of supporters in both the UN Security Council and the AU Peace and Security Council (PSC) for AU mediation activities.

### **3.2.7 Building AU Internal Capacity for AU Mediation Support**

Participants agreed that for the AU MSU to be effective it should be staffed by competent and dedicated people who are prepared to build partnership with other AU units in order to provide good technical, analytical, logistical and administrative support to AU mediation on the field. Participants urged the AU MSU to work closely with the Department of Political Affairs to manage electoral-related violence and to prioritize gender mainstreaming and inclusion of youth in all its activities and staffing.

In providing support to field missions, participants suggested that it should include, but not be limited to, regular and up-to-date information and analysis for mediation teams, designing and revising AU mediation SOPs for mediators, providing technical negotiation and operational strategies to field missions, provision of necessary logistical support to mediators, creation and maintenance of an up-to-date roster of possible mediators and back stoppers, research into and documentation of all AU mediation practices, and communication of AU mediation activities to relevant stakeholders. Participants observed that these activities can best be undertaken by a coordinator who should be an AU mediation expert/political analyst, an expert on operational matters in mediation, a knowledge management expert, a political analyst and a good administrative and an accounting officer. They agreed that ensuring an efficient synchrony between operational, knowledge management and capacity building sectors calls for collaboration among staff, units, divisions, departments and the various relevant AU authorities for an effective internal



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coordination at the AU Headquarters. Participants agreed that under certain circumstances the AU MSU should engage staff, consultants and other expert to execute specific tasks. They also indicated that the AU MSU should have dedicated cadres of thematic experts/specialists who can be called upon to support AU Mediators/Facilitators on the field. To ensure that AU MSU staff make the best decisions and receive well considered second thoughts, participants recommended the creation of AU mediation advisory/reference group made of experts who may be consulted on regular basis by the AU MSU team.

Participants, accordingly, proposed the following architecture for the AU MSU: AU MSU Co-ordinator (preferably a professional staff at P5 or P4 level) to manage the unit; mediation Operations Officer (preferably at P3 level) to handle process, mediation design matters in the field and to coordinate the work of the AU MSU. Negotiation/Political Analyst (preferably at P3 level) to provide technical and analytical support to mediation teams; Knowledge Management Expert (preferably at P3 level) to coordinate the documentation of AU mediation activities, conduct lessons learned studies and to disseminate AU mediation activities; Administrative and Financial Officer (preferably at P2 level) to provide administrative, financial, and logistics support to mediation teams.



From Left: Amb. Boubacar Diarra and Tshimanga Mukadi-Mutoke

## B.3 Thematic Experts

Participants proposed ten thematic experts/specialists who can provide backstopping support to AU Mediators/Facilitators. They will be screened and processed through the AU process to work for a maximum of 40 days every six months. They may be hired as short term consultants on a six month renewable contract. They will be brought in on a need basis to provide specific technical support to mediation teams.

An AU MSU Advisory/Reference Group, which will be made up of distinguished former envoys/special representative, highly rated negotiation/mediation experts in Universities and Research Institutes around the world, to act as sounding board for the AU MSU team will be formed.

Participants concurred that during the first year of its operation, the MSU will undertake the following activities:

- i. A Lessons Learned Exercise with AU Mediators/Facilitators. This will bring together about 25 participants for three days of intensive discussions;
- ii. Three targeted training sessions for those on the mediation roster about AU Mediation. Topics to be covered include, but are not limited to, AU Mediation policies, principles, guideline and SOPs. The training will bring together 25 participants for 4 days. In order to increase the number of women as mediators and thematic experts, one of the training sessions will be exclusively devoted to women;
- iii. Ten debriefing sessions with AU Mediators; debriefs will be held with mediators at the AU Commission either at crucial stages of their mediation process and/or immediately after the conclusion of any mediation process;
- iv. Hiring of the five (5) core Officers identified
- v. Publication of at least one lessons-learned study;
- vi. Joint missions with the Department of Political Affairs on elections related matters
- vii. Supporting five experts to support an AU-led mediation process.



*The AU Commission should ensure the mainstreaming of gender and youth in the composition of staff, mediators and mediation teams.*

## C. General Recommendations:

The meeting made the following key recommendations:

- a). The AU Commission needs to ensure that there is adequate staffing in terms of numbers and expertise in order for the AU MSU to effectively perform the required functions;
- b). The AU Commission should ensure the mainstreaming of gender and youth in the composition of staff, mediators and mediation teams. In this respect, the PSC and other relevant AU decision making organs should issue a strategic directive on the implementation of the AU's gender quota in the composition of mediation teams, staff and mediators and on mainstreaming gender into all mediation processes;
- c). The AU Commission needs to ensure that coordination between AU departments, PSD Divisions and other relevant AU units, including the Liaison Offices, is given due attention;
- d). The AU Commission should establish a mediation Reference Group for the AU MSU to offer support on strategy and provide advice in urgent situations;
- e). The AU Commission should ensure that there is strong and predictable collaboration between AU, UN, RECs and other organizations as well as states interested in mediation;
- f). The AU needs to enhance and build internal capacity to analyze origins of conflicts and the nature of belligerents, interests of the various actors, mediation strategies and design, forms of political solutions and compromises to crisis, among others;
- g). The AU Commission should develop the capacity to plan mediation, develop mediation roadmaps and identify entry and exit strategies;
- h). The AU Commission should prioritize building capacity to do research and disseminate findings;



*From Left:* Dr. Khabele Matlosa, Director, AU Department of Political Affairs and Dr. Wafula Okumu

- i). The AU Commission should develop training programs for parties in conflict in negotiating skills;
- j). The AU Commission should ensure that adequate financial and logistical resources are provided to mediation efforts;
- k). The AU Commission should ensure that merit is used as a cardinal criterion in the appointment of mediators and Special Envoys and Special Representatives and back stoppers;
- l). The AU Commission should leverage and manage the involvement and support of the international community to enhance AU mediation. However, this should be done with caution as parties and countries usually have their own interest which can influence the direction of mediation efforts;
- m). The AU should ensure that mediators and back stoppers who are part of the roster are properly vetted;
- n). The AU MSU should forge meaningful partnership with NGOs and international partners with the capabilities to support mediation processes;
- o). AU should utilize NGO's and international partners because they have the ability to help the process by engaging other stakeholders;
- p). The MSU must have competent communications support, adept at the use of social media



## D. Annexes:

## D.1 Programme

Time	Item	Speakers
Day One: Tuesday 6 September 2016		
09:00 – 09:30	Opening Session (with the Press) Opening Statement	H.E. Amb. Smail Chergui, AU Commissioner for Peace and Security: “AU Mediation: Vision for the 21st Century”
09:30 – 10:00	“UN-AU Partnership in Peace-making and Mediation”	Head, UNOAU, H.E. Haile Menkerios
10:00 – 10:20	Coffee break & Family Picture	
10:20 – 11:00	Presentation of the key AU Mediation Instruments: Where we are and where we want to go.  Harmonizing existing Key AU mediation-related documents to enhance the African Union Mediation Support Unit (MSU):  a) Instruments; b) Capacity building & training; c) Expertise etc.	<b>Moderator:</b> Dr. Admore Kambudzi, Ag. Director, Peace and Security  <b>Panel Speakers:</b> • Dr. Alhaji Sarjoh Bah; • Dr. Kwaku Asante- Darko.
11:00 – 11:45	Typologies of Crisis and Types of mediation Approaches: Electoral, Constitutional, Armed Conflicts, Terrorism, etc.  In Africa disputes needing mediation may be classified according to their fundamental causes including electoral disputes, (Un) constitutional changes, ethno-geographic discord, religious extremist/intolerance, and terrorism. In mediating these conflicts a mediator would require collaboration with experts in areas including the following: designing, communication, power- sharing, natural resources and conflict, constitutional issues, cease-fires, gender issues, border These sessions will elaborate on the specific expertise required for mediating in the different types of conflicts the AU has had to deal with in recent years and is likely to be confronted with in the future. The speakers could illustrate with either experience	<b>Moderator:</b> Dr. Khabele Matlosa  <b>Panelists:</b> • Prof. Laurie Nathan; • Prof. Thomas Kwasi Tieku; • Amb. Fred Ngoga Gateretse

Continues ►



Time	Item	Speakers
	or scenarios to effectively capture the dynamics surrounding the different typologies of mediation.	
11:45 – 13:00	<p><b>Mediation Contingencies: Splintering of Actors, Organized Crime and Transitional Justice, etc</b></p> <p>As mediation a effort evolves unexpected challenges often develop to require extremely difficult response.</p> <p>What are some of the key threats posed by the emerging threats to AU mediation efforts; what have been some of the effective ways of addressing these challenges that often emerge midstream?</p>	<p>Moderator: Dr. Wafula Okumu</p> <p>Panelists:</p> <ul style="list-style-type: none"> <li>• Cedric De Coning;</li> <li>• Mike Bugason;</li> <li>• Barney Afako.</li> </ul>
13:00 – 14:30	Lunch	
14:30 – 15:30	<p><b>Supporting Mediators in the Field: A Practical Needs Assessment</b></p> <p>Coordination between mediators on the field and the AU Headquarters enables the AU to follow up on a mediation process and to direct the course of the mediation and its outcome. What would the MSU specifically be required to do in providing substantive and operational support to a mediator? Among other things, this session will address the following:</p> <ul style="list-style-type: none"> <li>• Process design</li> <li>• Channels and methods of communication; types and scope of regular interaction: briefs, conflict analysis, information sharing;</li> <li>• What requisite technical and logistical expertise would be needed at the Headquarters to effectively support and complement a mediation process?</li> <li>• How best could the collaboration between AUC and a mediation process on the ground be structured to optimize its outcome?</li> </ul>	<p>Moderator: Dr. Barney Afako</p> <p>Panelists:</p> <ul style="list-style-type: none"> <li>• Tanki Mothae</li> <li>• Amb. Boubacar Diarra;</li> <li>• Abdul Mohamed.</li> </ul>

Time	Item	Speakers
15:30 – 16:45	<p><b>Women in Mediation: Addressing the Gender challenge in Peace Processes</b></p> <p>Inclusivity is an important element in the successful conclusion and implementation of sustainable peace agreements. Women are more likely to bring women's concerns to the fore or at least raise them for consideration in a peace process. What could be some of the arguments used to exclude and/or marginalize capable women from prominent political participation and leadership roles in peace processes? Neither higher numbers nor high positions for women at the mediation table can constitute ends in themselves. They are means to an end. What could be some of these specific ends?</p>	<p><b>Moderator:</b> Annette Leijenaar</p> <p><b>Panelists</b></p> <ul style="list-style-type: none"> <li>• H.E. Amb. Soad Shalaby;</li> <li>• Mahawa Kaba-Wheeler;</li> <li>• Semiha Abdulmelik</li> </ul>
<b>Day 2: Wednesday 7 September 2016</b>		
Morning Session 09:00 – 09:45	<p><b>The Dynamics of choosing a Mediator:</b></p> <p>Among other things, this session will reflect and provide concrete guidance on key considerations in choosing a mediator and more critically, his/her support team. Panelists will reflect on the following critical issues:</p> <p>What competencies could be recommended in the following areas?:</p> <ol style="list-style-type: none"> <li>Methods of choosing mediators;</li> <li>Number of mediators;</li> <li>SoPs to guide mediators;</li> <li>Lessons learned and best practices;</li> <li>Opportunities and how to address challenges;</li> <li>Strategic and operational planning.</li> </ol>	<p><b>Moderator:</b> Amb. Boubacar Diarra</p> <p><b>Panelists:</b></p> <ul style="list-style-type: none"> <li>• Prof. Gilbert Khadiagala;</li> <li>• Amb. Ki-Doulaye Corentin;</li> <li>• Prof. Laurie Nathan.</li> </ul>
09:45 – 10:30	<p><b>Opportunities and Challenges for international collaboration: Lessons learned</b></p> <p>What have been the main methods of collaboration for partnership between the AU and the following Organizations and how best could we address any related challenges?</p>	<p><b>Moderator:</b> Amb. Mahmoud Kane</p> <p><b>Panelists:</b></p> <ul style="list-style-type: none"> <li>• Paulina Torma</li> <li>• Dr. Aleu Garang Aleu</li> <li>• Florence IHEME</li> </ul>

Continues ►

Time	Item	Speakers
	<p>What are the practical ways of implementing the principles of subsidiarity, complementarity and division of labour between the AU and RECs? What concrete lessons have been learned from previous attempts at a division of labour between the AU, RECs and UN?</p> <ol style="list-style-type: none"> <li>United Nations</li> <li>ECOWAS, SADC</li> <li>Member State</li> </ol>	
10:30 – 10:50	Coffee & Tea break	
10:50 – 11:35	<p>AU-MSU Architecture: Structures and Institutions.</p> <p>What should be the nature of the structures needed for implementing the MSU regarding?:</p> <ol style="list-style-type: none"> <li>Internal AU structure and capacity and interface with other AU departments;</li> <li>Relations with Member States and RECs;</li> <li>Support to on-going Field Mediation(s);</li> <li>Knowledge management – Roster, Training, Seminars etc;</li> <li>Collaboration with Civil Society</li> </ol>	<p>Moderator: Amb. Salvator Matata</p> <p>Panelists:</p> <ul style="list-style-type: none"> <li>Abdul Mohamed</li> <li>Florence Iheme</li> <li>Prof. Joao Porto</li> </ul>
11:35 – 13:30	Lunch Break	
13:30 – 14:15	<p>Recommendations: Looking Ahead for Full Operationalization</p> <p>Specific recommendations for targeted output regarding next steps:</p> <ol style="list-style-type: none"> <li>Structure</li> <li>Mandate and functions</li> <li>Finances</li> <li>Partnerships</li> </ol>	<p>Moderator: Dr. Alhaji Sarjoh Bah</p> <p>Panelists:</p> <ul style="list-style-type: none"> <li>Dr. Admore Kambudzi;</li> <li>Dr. Khabele Matlosa</li> </ul>
14:15 – 14:35	Coffee & Tea break	
14:35 – 15:35	Closing Remarks	Dr. Admore Kambudzi, Director, PSD

## D.2 List of Participants

	Name	Organizations
1.	Tabitha Sabiti	All African conference of churches Liaison to AU
2.	Amb. Boubacar Diarra	Former SRCC Great Lakes and Head of Burundi Liaison Office
3.	Mesued Mustefa	British Embassy
4.	Mahmoud Kane	Head, AULO in Sudan
5.	Annette Leijenaar	ISS, South Africa
6.	Boitshoko Mokgathe	CMPCRD, African Union
7.	Prof. Engel Ulf	Germany, University of Leipzig
8.	Tanki Mothae	Lesotho
9.	Dr. Aleu Garang Aleu	IGAD, Djibouti
10.	Barney Afako	UN MSU
11.	Cedric De Coning	NUPI
12.	Natasta rupesinghe	NUPI
13.	Theodore Musphy	Berghaf, Germany
14.	Joao Gomes Porto	Portugal/AU consultant
15.	Alexis symphdrien Embono	Expert Mediation DEEAR
16.	Dr. Clever Chikwanda	SADC Secretariat, Botswana
17.	Haroun Rashid Sheick Kasangaki	Union of Muslim councils for East, Cultural & Southern Africa
18.	Tony Karbo	Uganda, UPEACE
19.	Omneya Ghamry	CCCPA, Egypt
20.	Soad Shalaby	Ambassador, Egyptian
21.	Thomas Kwasi Tiekou	University of Western Ontario
22.	Prof. Gilbert Khadiagala	University of Wits South Africa, Johannesburg
23.	Amb. Ki-Doulaye Coirentin	Burkina Faso
24.	Prof. Laurie Nathan	University of Pretoria
25.	Semik Abdulmelik	Office of the Special Envoy Women, Peace and Security
26.	Mohamed Soliman	Embassy of Egypt Addis Ababa
27.	Tedla Teshome	AACC Liaison Office
28.	Bonaventure Cakpo Guedegbe	AU/PSD
29.	Mukadi-Mutoke Tshimanga	AU office Western Sahara
30.	Irene Limo	ACCORD/South Africa
31.	Diana Baker	UNOAU

Continues ►

Name	Organizations
32. Sibasisi we Nkosi	ACCORD/South Africa
33. Senzweshle Ngubane	ACCORD/South Africa
34. Samir Himri	AUC
35. Yan Bedzigu'y	ISS
36. Lucy Dunderdale	CEWS
37. Paulina Torma	UN, Political Affairs
38. Amb. Stanislas nakaha	PSD, African Union
39. RECs Representatives	ALL RECs Liaison Officers to the AUC
40. Salvator Matata	COMESA/AUC
41. Janina Hasse-Monsine	Germany Embassy
42. Berdere Sciafer	German Embassy
43. Maike Van Uum	GIZ, Addis Ababa
44. Larissa Riepi	GIZ, Addis Ababa
45. Eldridae Adolfo	EU, Belgium
46. Luca Zampetti	EU to AU Addis Ababa
47. Dr. Linda Darkwa	Training for Peace (TfP)
48. Thorsten Clausing	EU to AU Addis Ababa
49. Col. Sac Deman	EU to AU Addis Ababa
50. Gustavo Barros de Carvelno	ISS, South Africa
51. Eemeli Isoaho	Finland, CMI
52. Dr. Alhaji Sarjoh Bah	CMPCRD, African Union
53. Kwaku Asante Darko	CMPCRD, African Union
54. Fiona Lortan	PSD, African Union
55. Abdul Mohamed	AUHIP
56. George Mukundi	DPA
57. John Ikubaje	DPA
58. Cheick Dembele	CMPCRD, African Union
59. Dawit Toga	CMPCRD, African Union
60. Josephine Nwaelugo	CMPCRD, African Union
61. Dr. Salvator Nkeshimana	African Union
62. Elisio Benedito Jamine	CMPCRD, African Union

Continues ►

Name	Organizations
63. Mike Bugason	LRA, AMISOM, Djibouti process
64. Alex Behabtu	Funding
65. Wafula Okumu	
66. Dr. Nicholas Shalita	UNOAU







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# Report of the Meeting on the Operationalization of the African Union Mediation Support Unit (AU MSU)

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