



Developing the Mediation and Post-conflict Reconstruction and Development Pools of the African Union Peace and Security Department Civilian Standby Roster

A research report based on a workshop held in Durban, South Africa from 14–15 April 2011 organised by the African Centre for the Constructive Resolution of Disputes (ACCORD) in partnership with the African Union Peace and Security Department

Rapporteurs: Jenny Theron and Dorcas Ettang



MINISTRY FOR FOREIGN AFFAIRS OF FINLAND



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ACCORD is a civil society institution working throughout Africa to bring creative African solutions to the challenges posted by conflict on the continent. ACCORD's primary aim is to influence political developments by bringing conflict resolution, dialogue and institutional development to the forefront as an alternative to armed violence and protracted conflict.

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The workshop

The purpose of the workshop was to inform the development and assist the African Union in identifying and articulating clear and specific needs of the mediation and post-conflict reconstruction and development pools of the Peace and Security Department Civilian Standby Roster.

The rapporteurs

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List of acronyms and abbreviations

ACCORD	African Centre for the Constructive Resolution of Disputes
AFDEM	African Civilian Response Capacity for Peace Support Operations
AMISOM	African Union Mission in Somalia
APSA	African Peace and Security Architecture
APSTA	African Peace Support Trainers' Association
ASF	African Standby Force
AU	African Union
AUC	African Union Commission
CCCPA	Cairo Centre for Training on Conflict Resolution and Peacekeeping in Africa
CEWS	Continental Early Warning System
CMD	Conflict Management Division, AU
COMESA	Common Market for Eastern and Southern Africa
CRS	Catholic Relief Services
CSO	Civil society organisation
DDR	Demobilisation, disarmament and reintegration
DSD	Defence and Security Division, AU
DSRCC	Deputy special representative of the chairperson of the Commission
EAC	East African Community
ECCAS	Economic Community of Central African States
ECOWAS	Economic Community of West African States
EU	European Union
FBO	Faith-based organisation
FTX	Field training exercise
FBA	Folke Bernadotte Academy
HR	Human Resources
HRD	Human Resources Department, AU
ICG	International Contact Group

ICGLR	International Conference on the Great Lakes Region
Isis–WICCE	Isis Women’s International Cross Cultural Exchange
IT	Information technology
OAU	Organisation of African Unity
MAPEX	Map exercise
MONUSCO	United Nations Organisation Stabilization Mission in the Democratic Republic of the Congo
MoU	Memorandum of Understanding
MSU	Mediation Support Unit, UN
NGO	Non-governmental organisation
NRC	Norwegian Refugee Council
OIF	International Organisation of La Francophonie
PCRD	Post-conflict reconstruction and development
PoW	Panel of the Wise
PSC	Peace and Security Council
PSD	Peace and Security Department
PSOD	Peace Support Operations Division
QIP	Quick impact project
REC	Regional Economic Community
RM	Regional Mechanisms
SADC	Southern Africa Development Community
SEA	Sexual abuse and exploitation
SGBV	Sexual and gender-based violence
SGGEA	Solemn Declaration on Gender Equality on Africa
SRCC	Special representative of the chairperson of the Commission
SSR	Security sector reform
TRC	Truth and reconciliation commission
UN	United Nations
UNSCR	UN Security Council Resolution
WANEP	West African Network for Peacebuilding
ZIF	German Peace Operations Centre

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Executive summary

The African Centre for the Constructive Resolution of Disputes (ACCORD), together with the African Union (AU) Peace and Security Department (PSD), held the African Union Mediation and Post-conflict Reconstruction Staffing, Rostering and Training Workshop in Durban, South Africa on 14–15 April 2011. The workshop brought together the AU, Regional Economic Communities (RECs), policymakers, mediation and post-conflict reconstruction experts, and civil society actors to inform the development of, and assist, the AU in identifying and articulating clear and specific needs of the mediation and post-conflict reconstruction and development (PCRD) pools of the PSD Civilian Standby Roster.

The PSD Civilian Standby Roster will encompass three pools: the civilian dimension of the African Standby Force (ASF); mediation; and post-conflict reconstruction and development. Having one common platform will allow the different pools to have access to a wide range of cross-cutting expertise, ensure inter-operability and reduce the cost of developing and maintaining the database, making the overall process more effective and efficient. Significant progress has already been made towards the development of the civilian dimension of the ASF pool of the PSD Civilian Standby Roster. The development of both the mediation and PCRD pools of the PSD Civilian Standby Roster is still at an initial stage and requires further consideration, specifically in relation to the processes of staffing, recruitment, deployment and training. These critical processes are integral to the successful development of the PSD Civilian Standby Roster and in solidifying its capability to deploy rapidly.

The workshop focused on the technical aspects of the mediation and PCRD pools and the staffing, recruitment, deployment and training requirements for it to function fully.

Recommendations

Recommendations from the workshop include:

Considerations: Human Resources Cell in the Peace and Security Department

During the workshop, the following was proposed:

- Agreement with the concept of establishing a Human Resources Cell in the PSD that will focus on the recruitment and deployment of civilians for peace and security initiatives.
- The Human Resources Cell should work in close collaboration with the AU Human Resources Department (HRD) and the Roster Focal Points for the different pools within the PSD Civilian Standby Roster. They will be responsible for the daily management of the PSD Civilian Standby Roster at the AU, and for liaison with the RECs/Regional Mechanisms (RMs).

- Human resources policy frameworks should be developed for the deployment of civilian capacities in peace and security operations.

Recommendations: Development of the mediation pool

The mediation pool of the PSD Civilian Standby Roster will be a rapid-response mechanism intended to strengthen AU mediation efforts and increase the quality of AU mediation processes through the rapid identification and deployment of qualified mediators, analysts, and mediation process and thematic experts.

Staffing

The following considerations are important in staffing an AU mediation team: conflict analysis and mediation expertise; country and regional expertise; analytical expertise; writing skills; communication expertise; language skills; management, administrative and financial expertise (Babbit, 2010); and staff must be African (Nathan, 2009b). It is further recommended that gender diversity is considered in the make-up of the AU mediation team and that the mediation pool should reflect a range of different experiences and expertise, and appropriate language, religious and geographical spread.

In the different working groups, the positions below were proposed for an AU mediation team:

- senior mediator
- chief of staff
- head of analysis
- security analyst
- economic analyst
- mediation process expert
- thematic experts
- administration officer(s)
- public information officer

For each position, there should be 10 individuals per region included in the PSD Civilian Standby Roster, meaning 50 in total, of which ideally 50% should be women.

Recruitment onto the roster

Discussions during the workshop resulted in the following recommendations:

- Candidates should be selected on the basis of merit (direct hiring). The selection process will be based on the identification, screening and acceptance of applicants. With the reality that the mediation pool of the roster will not always be able to accommodate all requests, other recruitment options such as secondments or headhunting will need to be considered.
- In order to populate the roster with experts, it is recommended that a letter of invitation be signed and sent by the AU Chairperson to the RECs/RMs, member states and respected

civil society organisations (CSOs), requesting nominations for inclusion on the roster (Nathan, 2009b). Once nominations have been received, they will be screened by the Human Resources Cell and the Roster Focal Points in the PSD, whereafter candidates who have the prerequisite experience and skills will be placed on the roster.

- A distinction should be drawn between the senior mediators on the roster and the remainder of potential staff to serve in a mediation mission. The senior mediators' section in the roster will take the form of a database, and the mediators will not be expected to apply or to update their profiles on a continuous basis. The senior mediator will also be appointed, whereas the remainder of the mediation team will be hired.

Deployment

When deploying an AU mediation team, the AU Chairperson should consider the senior mediators listed in the roster in making his selection. Additionally, the Human Resources Cell and the Roster Focal Points in the PSD should put forward recommendations as to who should fill the remaining positions. Only preauthorised members will be considered. The AU Chairperson, together with the Head of the AU Conflict Management Division (CMD) and the senior mediator, should then approve the appointment of the team members.

Various criteria for consideration were discussed during the workshop, including: knowledge of the country in conflict; credibility with the parties in conflict (in the case of the senior mediator); relevant language skills; availability for deployment (Nathan, 2009b); extensive experience; and so forth.

It is anticipated that a well-functioning mediation pool of the PSD Civilian Standby Roster will enable rapid:

- identification of AU mediation team members within five days
- deployment of the senior mediator (or the special envoy) within two weeks
- deployment of the remainder of the AU mediation team within three to four weeks (or as soon as possible thereafter)

Training

The training of roster members will occur before and after deployment. The responsibility for training lies with the AU CMD, but training courses will be conducted by training service providers, as considered fit by the AU. Training initiatives can be summarised as follows: pre-deployment/mission preparedness training; induction training; specialisation training; and end-of-mission debrief.

Even though the AU CMD will strive to provide members of the mediation pool of the roster with capacity-building opportunities, individuals will be recruited based on their existing skills, experience and qualifications. They will also be responsible to continue building their own skills through identifying and participating in other capacity-building opportunities. The focus will, accordingly, be on orientation to the AU rather than on capacity building.

Recommendations: Development of the post-conflict reconstruction and development pool

Understanding the PCRDR framework and how it can be translated and applied to post-conflict reconstruction and peacebuilding efforts on the continent is central to the development and success of the PCRDR pool of the PSD Civilian Standby Roster. The AU approach is to provide relevant technical expertise to contribute to internal peacebuilding processes, and to link its efforts to ongoing local peacebuilding approaches and institutions. In providing this technical expertise, the AU is emphasising the importance of local actors and local ownership.

Staffing

AU support to post-conflict reconstruction efforts will be through needs assessment and fact-finding missions (short-term projects), specific support to existing AU liaison offices, or fully staffed peacebuilding missions (long-term projects). The AU, through the PCRDR pool, will deploy PCRDR experts and AU special experts to post-conflict areas to conduct assessment visits, engage with civil society and provide technical assistance. The PCRDR pool of the roster will be made up of post-conflict experts and special AU experts available for deployment, and will comprise mission leadership and mission support functions. In populating the roster, skilled and expert individuals with experience in peace support capacities will be identified.

Recruitment onto the roster

A combination of both processes of secondment and direct hire can be used to create access to a wider pool of individuals with varied expertise and skills.

The following points emerged during the group work and discussions on deployment:

- Recruitment should aim for equal gender representation, with a gender parity of 30% female. Language needs on the continent must also be taken into account.
- Recruiting onto the roster should involve a rigorous review of CVs to ensure that the right candidates are selected.
- Priority should be given to Africans.
- Individuals must meet the minimum qualifications, expertise and skills required.
- Funding options from the Africa Peace Fund and other possible sources of funding need to be explored in the development of the PCRDR pool.

Deployment

Depending on the need at hand, roster members are selected for deployment, with all the contractual and pre-deployment inductions done by the Commission. It is anticipated that experts can be deployed through the following processes: to already existing AU missions/offices to work on specific areas of expertise; as a member of a team of consultants deployed to conduct needs assessment roles and provide specific expertise; or as part of an AU peacebuilding mission, which includes mission leadership and mission support. The duration of deployment will be based on the nature of the AU intervention in a specific post-conflict

context. Contractual timelines include: temporary duty assignments; consultancy (short/medium term); or long-term assignments.

It is anticipated that a well-functioning PCRCD pool will enable:

- rapid identification of experts within five days; with a four week time frame for final selection
- rapid deployment of experts with four weeks' notice
- the option to address specific requests for recruitment and/or appointment issues.

Training

It is important that individuals to be deployed must understand the purpose and target of peacebuilding missions. Furthermore, training on a wide range of issues is necessary to prepare staff to be deployed. These include: pre-deployment training; induction training; specialised training; and end-of-mission debrief.

Considering the wide range of expertise required under the PCRCD pool of the roster, it is important to explore other methods of providing training such as through e-learning, thereby creating a platform for exchange for those who are on the roster. Furthermore, a community of practice can be established for past, present and future deployed personnel to enhance a culture of learning and practice on an ongoing basis. Simulation exercises are valuable in testing mission processes and systems.

Conclusion

The workshop was one of many initiatives for the AU to consult with a wide range of stakeholders – including RECs/RMs, civil society and training institutions – on the mediation and PCRCD pools of the PSD Civilian Standby Roster, specifically examining how they will function and work in collaboration with the ASF pool of the roster. The workshop will feed into ongoing processes to develop and establish one harmonised PSD Civilian Standby Roster, and has made considerable steps in contributing to the understanding and development of the mediation and PCRCD pools.

The following key points for action were established:

- The AU has engaged with RECs/RMs on the PSD Civilian Standby Roster; however, more engagement between the AU and RECs/RMs on developing, operating and utilising the roster is needed. RECs can feed into and benefit from the overall continental roster, and it is important that they understand the various processes in developing the roster.
- The need to find a cost-effective and efficient way to manage the roster is important, thereby integrating the processes at the levels of the AU and the RECs, is important. This will reduce the duplication of efforts and costs.
- It is critical that the Continental Early Warning System (CEWS) is enhanced and strengthened to support the PSD Civilian Standby Roster. This is important because this system can be utilised to provide relevant and correct information prior to deployment. It is also important so that actors understand the realities on the ground and effectively support the peace process and post-conflict reconstruction efforts.

Introduction

ACCORD, together with the AUPSD, held the African Union Mediation and Post-conflict Reconstruction Staffing, Rostering and Training Workshop in Durban, South Africa on 14–15 April 2011. The workshop brought together the AU, RECs, policymakers, mediation and post-conflict reconstruction experts, and civil society actors to inform the development of, and assist, the AU in identifying and articulating clear and specific needs of the mediation and PCRD pools of the PSD Civilian Standby Roster. The workshop agenda divided discussions along four key themes, namely:

- staffing
- recruitment
- deployment
- training

The workshop took place in the context of the efforts by the AU, RECs and partners in strengthening the capabilities of the African Peace and Security Architecture (APSA) to respond to conflict on the continent, with the aim of enhancing peace and security and contributing to sustainable economic development.



Top, from left to right: Mr Cedric de Coning (ACCORD and NUPI), facilitator of the workshop; Mrs Pravina Makan-Lakha (ACCORD), welcoming participants; Mr Jochen Peters (NRC), providing feedback following group discussions.

Bottom, from left to right: Ms Dorcas Ettang (ACCORD) and Ms Hannelore Valier (ZIF); Group work session.

Background and context

The biggest challenges faced by Africa today are those relating to peace, security and development. This was recognised by the African Heads of State and Government in the preamble to the Constitutive Act of the Africa Union, which states: “**CONSCIOUS** of the fact that the scourge of conflicts in Africa constitutes a major impediment to the socio-economic development of the continent and of the need to promote peace, security and stability as a prerequisite for the implementation of our development and integration agenda” (African Union, 2000/1). It was also confirmed in the preamble of the Protocol Relating to the Establishment of the Peace and Security Council (PSC)¹, indicating member states’ concern “about the continued prevalence of armed conflicts in Africa and the fact that no single internal factor has contributed more to socio-economic decline on the Continent and the suffering of the civilian population than the scourge of conflicts within and between our States” (African Union, 2002/3:02). Accordingly, the PSC was established in 2004 to ensure that the AU can carry out its peace and security mandate, including implementing decisions taken in the areas of conflict prevention, peacemaking, peace support operations (PSO) and intervention, peacebuilding and post-conflict reconstruction. According to Article 6 of the Protocol, the PSC performs functions in the following areas:

- “promotion of peace, security and stability in Africa
- early warning and preventive diplomacy
- peace-making, including the use of good offices, mediation, conciliation and enquiry
- peace support operations and intervention, pursuant to article 4(h) and (j) of the Constitutive Act
- peace-building and post-conflict reconstruction
- humanitarian action and disaster management
- any other function as may be decided by the Assembly” (African Union, 2002/3:8).

The PSC is supported by the relevant departments of the AU Commission (AUC), including its own Secretariat, and the various divisions of the PSD, namely the Panel of the Wise (PoW), the CEWS, the ASF and the Special Fund (African Union, 2002/3).

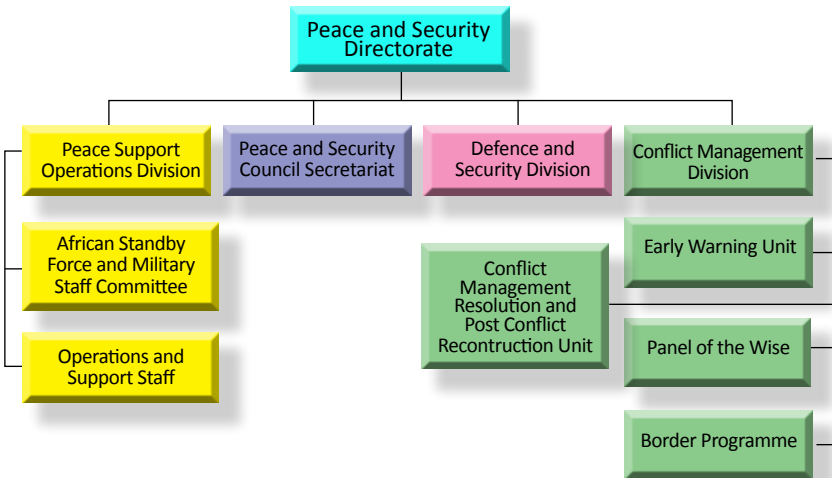
Under the AUC, the PSD, together with the Chairperson of the AUC and the Commissioner for Peace and Security, provide support to the PSC in its efforts in promoting peace, security and stability on the continent. The PSD activities focus on, but are not limited to, the following:

1 The Protocol Relating to the Establishment of the Peace and Security Council is considered as one of the most important legal instruments underpinning the African Peace and Security Architecture [Engel and Porto (eds), 2010].

- operationalization of the Continental Peace and Security Architecture [APSA]² ... including the African Standby Force (ASF)
- supporting efforts to prevent, manage and resolve conflicts ...
- implementation of the AU’s Policy Framework on Post-Conflict Reconstruction and Development (PCRD)
- coordination, harmonization and promotion of peace and security programmes in Africa, including with the Regional Economic Communities (RECs)/Regional Mechanisms (RMs) for conflict prevention, management and resolution, the United Nations and other relevant international organisations and partners (African Union, 2010).

The Peace and Security Directorate comprises four divisions, namely the Conflict Management Division (CMD), the Peace Support Operations Division (PSOD), the PSC Secretariat, and the Defence and Security Division (DSD) (African Union, 2010).

Diagram 1: The Peace and Security Directorate



The PSC Secretariat provides operational and administrative support required by the PSC, whilst the DSD addresses long-term cross-cutting security issues. The CMD focuses on the operationalisation and functioning of certain aspects of the APSA – such as the Panel of the Wise and the Memorandum of Understanding (MoU) between the AU and the RECs/RMs – and supports and coordinates activities relating to conflict prevention, management and resolution, as well as to PCRD. The PSOD focuses on the operationalisation of the ASF and the coordination with relevant African structures and AU partners.

2 The APSA includes the AU and the RECs, and has the overall responsibility for promoting peace, security and stability on the continent (African Union, 2002). Since conflicts on the continent often fall simultaneously within the peacemaking mandates of, for example, the AU and one of the RECs, the APSA provides for an institutional framework towards a continental approach in resolving conflicts that sees cooperation and coordination between the institutions (Nathan, 2009a).

Towards more effective peace and security operations on the continent, the PSD has been working on building and enhancing its capacity in peace operations, including mediation and post-conflict reconstruction capabilities. More specifically, the following has been done:

Civilian dimension of the African Standby Force

Over the past five years, the PSOD, in collaboration with partners of the African Peace Support Trainers' Association (APSTA), has been working on developing the civilian dimension of the ASF, with the overall aim of building the capacity of the AU to undertake multidimensional PSO. Such operations combine military, police and civilian components in the assessment, planning, management, coordination and evaluation of peace operations. Making use of a multifaceted and multidisciplinary approach helps to avoid overly rigid or single facet approaches to international conflict resolution. Towards this aim, a number of initiatives have been implemented since 2006. These initiatives include workshops, training and meetings led by the PSOD with support from RECs/RMs, AU member states, members of APSTA, and civil society and international partners, which yielded recommendations and policies on the establishment of the civilian dimension of the ASF. These recommendations articulate who the civilian experts are; what their functions are within the PSO context; and how they should be recruited, trained and managed – including a recommendation to establish an ASF Civilian Standby Roster. This roster will make senior mission leadership personnel, mission management personnel, substantive personnel and mission support personnel available for deployment. The ASF is considered an important tool of the APSA for the prevention, management and resolution of conflicts on the continent (De Coning and Kasumba, 2010).

Building the AU's capacity in mediation and mediation support

In 2010 alone, the AU undertook a number of mediation initiatives on the continent to strengthen peace and security. In the Horn of Africa, the joint AU-United Nations (UN) mission – led by Joint Chief Mediator Djibrill Bassole – continued mediation initiatives in the form of the Doha Peace Talks towards lasting peace in Darfur, Sudan (AU PSC, 2011). The AU also lent support to a mediation agreement between Eritrea and Djibouti. Under the guidance of an AU mediator – Sheikh Hamad bin Khalifa al-Thani – the countries signed an agreement in which they agreed to settle their border dispute through mediation and peaceful means (Reuters, 2010). In Somalia, the African Union Mission in Somalia (AMISOM), the mandate of which includes supporting dialogue and reconciliation in the country, continued providing support during 2010 (African Union Commission, 2008).

In West Africa, the Economic Community of West African States' (ECOWAS) mandated mediator in Guinea, President Blaise Compaore, has been supported by a joint ECOWAS–AU–UN mission (ICG-G, 2010). In Guinea Bissau, the Tripoli Plan of Action – which stresses the need to ensure the early deployment of a joint AU-ECOWAS stabilisation mission to consolidate peace and stability in Guinea Bissau – was endorsed by the AU. The mission will be deployed with support from the UN, the European Union (EU) and other

AU partners (AU PSC, 2010c). In Côte d'Ivoire, the AU appointed a mediator – Kenyan Prime Minister Raila Odinga – followed by an expanded mediation panel comprising of African heads of state, to mediate the conflict (AU PSC, 2010b). In Niger, the AU appointed a special envoy for Niger, Professor Albert Tevoedjre, whose mandate includes providing support to the ECOWAS mediator, General Abdulsalami A. Abubakar (African Press Organization, 2010).

In southern Africa, the AU and UN continue to form part of a reference group in support of the South African mediator, President Jacob Zuma, for him to liaise with in his efforts to mediate a solution to the Zimbabwe political impasse. In Madagascar, the AU continues to form part of the joint mediation team, which also includes the Southern Africa Development Community (SADC), the International Organisation of La Francophonie (OIF) and the UN, and is guided by the chairmanship of a SADC mediator – the former president of Mozambique, Joaquim Alberto Chissano (AU PSC, 2010a).

In addition to the formal mediation processes, the AU also leads a number of discreet, low-key preventive diplomacy initiatives.

All of the above initiatives show the important role that the AU as an African institution is playing within a demand-driven context towards peace and security on the continent. It also shows the importance of strengthening the mediation and mediation support capacity of the AU towards continuing to respond to conflicts effectively and in a timely manner. Furthermore, a great number of mediation initiatives during 2010 saw joint responses by the AU, the UN, the EU and the RECs, indicating the importance of building partnerships and sharing knowledge to ensure a holistic response to conflicts in Africa.

Since 2008, the CMD has been working in close collaboration with African and international partners towards strengthening the mediation and conflict prevention capacity of the APSA. Despite the fact that the Organisation of African Unity (OAU) undertook peace mediation interventions, and the fact that since its establishment the AU has undertaken and supported mediation, no specific mediation model has been developed – and neither has the AU developed a dedicated capacity to manage and support mediation missions and mediation work in its liaison offices. Consequently, the need to strengthen the mediation and mediation support capacity of the AU was identified. Towards this objective, various initiatives have been implemented relating to the development of capacity to analyse conflict situations, undertake fact-finding and good offices initiatives, carry out mediation interventions and support peace processes (Mottiar and Van Jaarsveld, 2009). Among others, the need was identified to develop a mediation roster that will include active senior mediators, technical mediation experts and thematic experts.

When conflict breaks out or appears to be escalating within a member state or between member states, the AU Chairperson appoints and deploys special envoys to act as mediators, together with a support team when and as considered appropriate. In the absence of a roster of possible mediators and experts, the AU Chairperson does not have an adequate pool from which to select mediators and their support teams for deployment. Also, there has

been no prior mechanism to assess the peacemaking skills of potential candidates. Urgent conflict situations that require rapid deployment often face the challenge of a lengthy AU identification, selection, recruitment and deployment process (Nathan, 2009b). It is, therefore, anticipated that with the roster in place – populated with suitable senior mediators and mediation and thematic experts – the identification and deployment process will be made more effective to allow for a timely response to conflict situations.

The AU’s Post-conflict Reconstruction and Development Policy Framework

The AU, in efforts to consolidate peace and promote sustainable development across the continent, developed a policy framework on PCRDR. The framework is a transformative guide that is intended to:

- “consolidate peace and prevent relapse to violence
- help address the root causes of conflict
- encourage fast-track planning and implementation of reconstruction activities
- enhance complementarities and coordination between and among diverse actors engaged in PCRDR processes” (African Union, 2006b).

In order to advance more concrete steps in implementing this policy framework and to contribute to various post-conflict efforts on the continent, a need was identified at the AU level to develop a mechanism to capture and consolidate expertise that can be used to provide responses and implement mandates related to the policy framework. Various initiatives have been undertaken towards the implementation of the policy framework, including consultations with stakeholders, workshops and AU Executive Council meetings. During the AU Executive Council meetings on the AU PCRDR policy, held from 25 June to 2 July 2006, recommendations were made on how the policy framework should be implemented. One recommendation was to develop a database of African experts on PCRDR, to be placed at the disposal of countries emerging from conflict (African Union, 2006a). The objectives of the PCRDR database include to:

- “act as a rapid response to capacity building intended to strengthen the AU PCRDR efforts and to increase the quality of the AU PCRDR processes through the rapid identification and deployment of qualified experts
- be utilised by the AU, RECs/RMs, member states, and other partners and complement other rosters such as the ASF and mediation but not intended to duplicate efforts or compete with these other rosters
- address the manifold challenges of a peacebuilding process from a distinct PCRDR perspective” (Mutuwa, 2011).

The AUC has, in the past, dispatched consultants to undertake multidisciplinary missions to assess the situation on the ground in countries such as Democratic Republic of the Congo, Liberia, Sierra Leone and Sudan, and to make recommendations on the areas in which the AU can provide increased support to peacebuilding efforts and reconstruction processes.

However, there is no systematic process in place to facilitate the recruitment and deployment of personnel for PCRDR missions – other than using consultants for short-term missions, or hiring personnel as AUC staff. The lack of a process for hiring staff for field missions impedes the rapid deployment of qualified personnel to such missions.

Capacity building for the attainment of sustainable peace was set out as a matter of priority and a principle of the PCRDR policy, with the emphasis on building and strengthening national and local capacities (Mutuwa, 2011). Further consultations indicated that the database should take the form of a roster, to make post-conflict experts available for deployment to various post-conflict contexts. These experts will assist:

- in coordinating and facilitating the implementation of post-conflict support programmes
- with the increased mobilisation of member states and the international community to provide the expertise and resources required for peace consolidation
- in consolidating peace and preventing relapse to violence
- with addressing the root causes of conflict
- in encouraging fast-track planning and implementation of reconstruction activities
- with enhancing complementarities and coordination between and among diverse actors engaged in PCRDR processes.

Developing a Common Rostering Platform

The above identified needs indicate the necessity to deploy a range of civilian personnel across a broad spectrum of peace and security operations. Since civilian expertise is often cross-cutting the AUC decided, in late 2010 to establish one Peace and Security Department Civilian Standby Roster that will encompass the roster needs of the various pools: civilian dimension of the ASF; mediation; and PCRDR (Mutuwa, 2011). Having one common platform will allow the three pools to have access to a large group of cross-cutting expertise, will ensure inter-operability, and will reduce costs by having one common database development and maintenance process. This, in turn, should ensure a more effective and efficient process, as well as secure access and data protection at all levels.



Group work session

Unpacking the AU Peace and Security Department Civilian Standby Roster

Based on the discussions during the workshop, rosters³ were referred to as processes and human capacities that are needed in the identification, selection, training and deployment of individuals. In the context of the AU, a roster provides a pool of experts that can be recruited in a timely manner for short-, medium- and long-term deployments to peace and security field missions. The need for clarification on terminologies was emphasised during the sessions, and a distinction was made between a database and a roster. It was established that a database – referred to as an information storage and management system of the different capacities and interests – is a major component of a roster. The value of the roster is that it provides a readily available resource for rapid deployment of actors on the ground. Within the AU, the roster is seen as a Human Resources (HR) tool to generate capacity for the organisation in contributing to peace and security on the continent. It allows access to a wide range of experts that are ready to be deployed, and has information on their skills, experience and other relevant data. The PSD Civilian Standby Roster will be maintained by the AU PSD in partnership with the RECs⁴. The primary clients/end users will be the AU, and the RECs/RMs or individual AU member states upon request (Mutuwa, 2011).

The PSD Civilian Standby Roster will be most effective if the criteria, standards and HR policies are similar across the pools – including those relating to recruitment and deployment. Efforts in designing the overall roster have taken place. These include, but are not limited to, a scoping study by the African Civilian Response Capacity for Peace Support Operations (AFDEM) that was conducted from October 2010 to January 2011, which outlined major technical considerations for the design and development of the roster. In February 2011, a Rostering Technical Meeting was held in Addis Ababa, Ethiopia, bringing together the AUC and roster expert institutions, including AFDEM, the German Peace Operations Centre (ZIF) and the Norwegian Refugee Council (NRC). The aim of the meeting was to better conceptualise the development of the roster – including the identification of key tasks, a determination of the core technical requirements for the development of the roster, the development of a work plan of action, and the assignment of roles and responsibilities among the AU and expert partners (Mutuwa, 2011).

The proposed steps for the development of the PSD Civilian Standby Roster include the following:

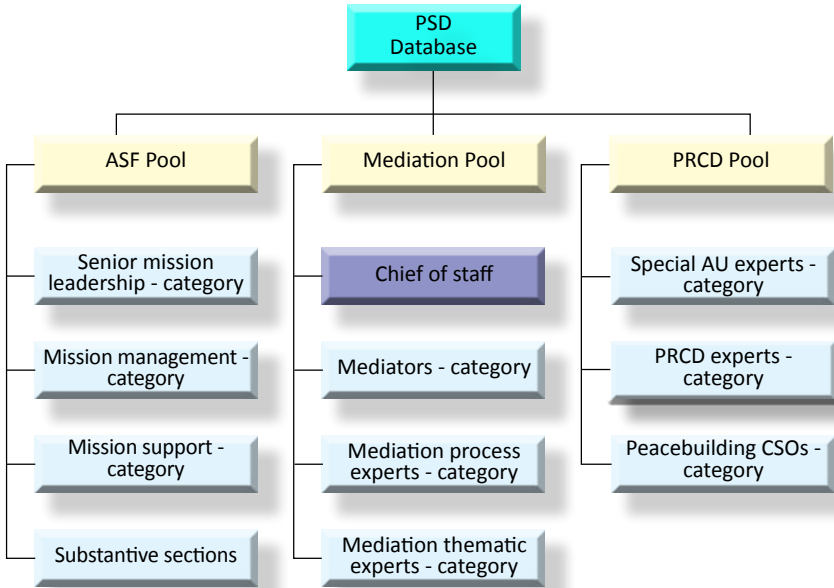
- development of an AU HR policy for civilian deployments in peace and security operations
- establishment of a dedicated Human Resources Cell in the PSD
- development of a prototype database

3 It is important that there is clarity in the different terminologies used so that stakeholders clearly understand the different elements, components and parts of a roster.

4 This will be done for the civilian dimension of the African Standby Force. Whether the same will be done for the mediation and PCRD pools of the PSD Civilian Standby Roster will need to be determined on a case-by-case basis with the RECs/RMs.

- development of an interlinked (regional and continental level) database⁵
- recruitment and training of Roster Focal Points at regional and continental level (Mutuwa, 2011).

Diagram 2: Structure of the PSD database



Source: Mutuwa, 2011

As mentioned above, in efforts to operationalise the civilian dimension of the ASF, the recommendations and policies developed captured who the civilian experts are; what their functions are within the PSO context; and how they should be recruited, trained and managed. Significant progress has thus already been made towards the development of the civilian dimension of the ASF pool of the PSD Civilian Standby Roster. The development of both the mediation and PCRCD pools of the roster is still at an initial stage and requires further consideration – specifically in relation to the processes of staffing, recruitment, deployment and training. In developing the PSD Civilian Standby Roster, these critical processes are integral to the success of the roster and in solidifying its rapid deployment capability. Accordingly, the workshop focused on these processes.

Staffing

The goal of this section of the workshop was to generate recommendations on the type and number of positions needed in the mediation and PCRCD pools of the PSD Civilian Standby Roster. Considerations included the scope of missions that the AU and RECs/RMs are most likely to undertake.

⁵ Ibid.

Recruitment onto the roster

The goal of this section of the workshop was to generate recommendations on recruitment processes and methods, through which the AU can identify, screen and select qualified people to serve on the roster. Aspects examined include the identification, shortlisting and screening of candidates and the selection and placement processes to get them on the roster. The three main recruitment options for consideration include:

- direct hiring
- secondment (by member states, RECs, credible CSOs and so forth)
- a combination of both

The direct hiring of staff entails that the individual is hired on their own merit on a contract basis by the AU. Typically, this will imply that vacancies are advertised in public – through member states, training institutions and civil society networks – or applicants applying directly in their individual capacities. The AU selects a shortlist of candidates, interviews them, selects a candidate and then offers them a contract. The key benefit of direct hiring is that the AU can hire individuals on a merit basis and can more easily satisfy specific requirements relating to gender, geographic balance and so forth. On the other hand, making use of direct hiring only can result in highly qualified individuals employed by states or other institutions not being available to the AU for consideration. Also, direct hiring requires that the AU assumes full responsibility for the remuneration of staff members, which can result in stress on financial resources [De Coning and Kasumba (eds), 2010].

Secondment implies that member states, RECs/RMs and/or partner institutions respond to a vacancy announcement by offering some of their staff to fill the position. It can also imply that the sending state or REC retains the responsibility for the basic salary of the person, whilst the AU assumes responsibility for any additional allowances and related costs. The benefit of secondment is that the employer of the staff member remains responsible for their remuneration, putting less strain on the AU's resources. It also allows the AU access to skills that might not be readily available elsewhere. On the other hand, should the AU rely solely on secondments, partners might not be willing to release some of their key staff, and may also not always have the expertise required within their institution [De Coning and Kasumba (eds), 2010]. When considering secondments, it remains important to determine to which extent the AU will still be able to accept secondments on a merit basis.

It is possible to make use of both systems. Secondments can be used for certain positions and direct hiring for other positions. This can depend on the availability of certain skills, or on the availability of resources [De Coning and Kasumba (eds), 2010]. In this case, the specific arrangements between the AU and its partner institutions will determine the benefits of combining the two approaches.

Deployment

The goal of this section was to generate recommendations on how best roster members can be deployed in a timely and efficient manner, and the contractual obligations this might

require. Deployment refers to the duration and nature of mediation and post-conflict reconstruction missions on the ground, as it informs the deployment time frames. Further, it focuses on the time frame within which rapid identification of individuals to be deployed will take place in times of urgency.

Training

The goal of this section of the workshop was to generate recommendations on the nature and content of the training for members of the mediation team or the staff of post-conflict reconstruction missions, taking into consideration that their preparedness will impact on the success of the missions.



Ms Yvette Ngandu (AU CMD) providing participants with information on the mediation pool of the roster.



Mr Benoit Bihamiriza (EAC) with Amb. Sebastien Ntahuga (ECCAS).

Considerations for the Human Resources Cell in the Peace and Security Department

As per AU HR policy frameworks for recruiting staff, the AU advertises its vacancies and allows any individual from a member state to apply. The current AU HR policy frameworks are, however, geared to recruit and deploy personnel to the AUC in Addis Ababa and the liaison offices across the continent (Mutuwa, 2011) and are not geared towards supporting deployments for field missions. The mediation pool of the PSD Civilian Standby Roster requires rapid recruitment and deployment.

Accordingly, it was proposed that a Human Resources Cell be established in the PSD (Mutuwa, 2011). Given the unique nature of civilian deployments – including for mediation and post-conflict reconstruction missions – there is a need for a dedicated capacity that will focus on the recruitment and deployment of civilians for peace and security initiatives. The Human Resources Cell is expected to work in close collaboration with the AU HRD, will follow the rules and regulations of the HRD, and will be responsible for contractual aspects of work relating to recruitment and deployment for peace and security initiatives only. The Human Resources Cell will also work closely with the Roster Focal Points for the different pools within the PSD Civilian Standby Roster. The Roster Focal Points will be responsible for the daily management of the PSD Civilian Standby Roster at the AU, and for liaison with the RECs/RMs.

It is also essential that HR policy framework(s) be developed for the deployment of civilian capacities in peace and security operations. Such frameworks will outline arrangements relating to recruitment and deployment – including personnel administration and so forth – and will also detail the relationship between the Human Resources Cell and the HRD. It is important that the recruitment processes are parallel across the three different pools.



Group work session.

Recommendations for the development of the mediation pool of the roster

The mediation pool of the PSD Civilian Standby Roster will be a rapid-response mechanism intended to strengthen AU mediation efforts and increase the quality of AU mediation processes through the rapid identification and deployment of qualified mediators, analysts, and mediation process and thematic experts. The aim of the mediation pool of the PSD Civilian Standby Roster is, therefore, to benefit and improve speed, transparency, homogeneity, accessibility and low maintenance costs of deploying a mediation team to a mission, towards enhancing the AU's effectiveness in peacemaking and preventive diplomacy.

Staffing

The following considerations are important in staffing an AU mediation team:

- **Conflict analysis and mediation expertise.** This will ensure the conflict situation is substantively analysed, the mediator briefed, and an effective mediation strategy developed and revised as needed.
- **Country and regional expertise.** This will ensure a thorough understanding of the country- and region-specific elements that can influence the mediation process and outcomes.
- **Analytical expertise.** This is required to monitor and track the situation, to interpret changing conditions on the ground, shifts in the parties' positions and changes in the relationships between the various actors.
- **Writing skills.** These skills are necessary for the drafting of reports and agreements.
- **Communication expertise.** This is needed to communicate with the parties' constituencies, the public at large in the conflict zone and other actors. It includes expertise in working with the media and in public outreach.
- **Language skills.** These skills are required as mediation through interpretation is not good practice, and can impede communication and the building of relationships with the parties.
- **Management, administrative and financial expertise.** These skills will ensure that the mediation process runs efficiently, that proper records are maintained, and that personnel, funds and other resources are managed soundly (Babbit, 2010).
- Staff must be **African** (Nathan, 2009b).

It is further recommended that gender diversity is considered in the make-up of the AU mediation team, to comply with UN Security Council Resolution (UNSCR) 1325 and to signal the AU's commitment to gender equity. Also, the mediation pool of the PSD Civilian Standby Roster should reflect a range of different experiences and expertise, and an appropriate language, religious and geographical spread.

During the group work sessions of the workshop, the positions below were proposed for an AU mediation team. Additional expertise and positions will depend on specific needs, to be determined on a case-by-case basis.

Diagram 3: Proposed AU mediation team structure

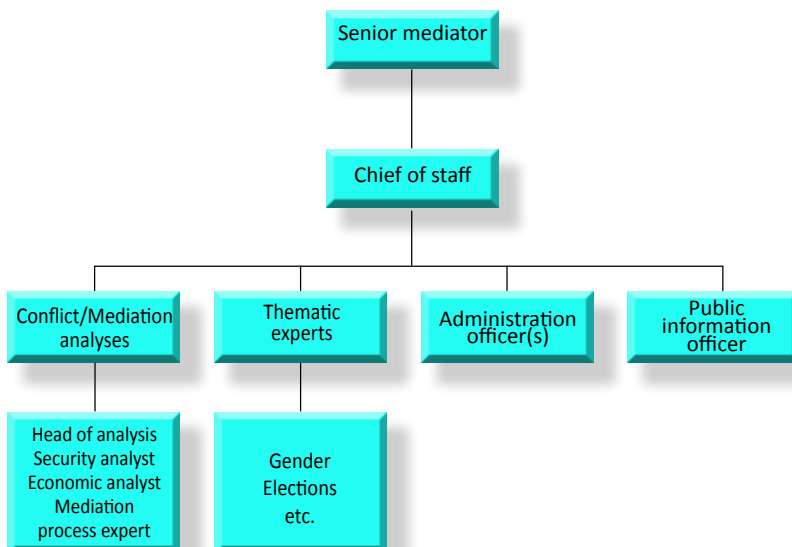


Table 1: Core AU mediation team members

Function	Description	Position	Number in roster*
Senior mediator	<p>In conflict situations or potential situations for conflict, the senior mediator (or special envoy)** appointed by the AU Chairperson will undertake one or more of the following initiatives:</p> <ul style="list-style-type: none"> • lead fact-finding missions to determine the causes and dynamics of the conflict • lead the investigation of options and possibilities for peacemaking • request reports to be prepared for the AU Chairperson -including recommendations on peacemaking • facilitate dialogue and/or conduct shuttle diplomacy between the parties • advise the parties on ways of managing and resolving the conflict • engage with other groups that are affected by the conflict – including, for example, civil society and neighbouring states • liaise with envoys from other organisations, such as the UN and EU (Nathan, 2009b) 	D2	<p>10 per region (total = 50)</p> <p>Minimum of 5 women</p>

* Since it is not possible to determine the needs of the AU in the near future, the number of people to be included in the Roster will need to be reviewed from time to time.

** In the AU strategy, the word mediation refers to the overall efforts of peacemaking

Function	Description	Position	Number in roster*
Chief of staff	The chief of staff will perform the following functions: <ul style="list-style-type: none"> • manage the operations of the team • provide daily guidance and supervision • ensure the mediation mandate is regularly reviewed • arrange and keep records of communication with all members of the mediation team and with AU headquarters 	D1	10 per region (total = 50) 50% = women
Head of analysis	The head of analysis will act as the primary political advisor to the mediator and will lead the analysis team. Specific functions that the head of analysis will perform include to: <ul style="list-style-type: none"> • monitor and analyse the political aspects of the conflict and peace process and gather relevant material for the mediator • advise the mediator on short-, medium- and long-term developments and prospects • assist the mediator in designing, managing and evaluating the peace processess 	P5	10 per region (total = 50) 50% = women
Security analyst	The security analyst will: <ul style="list-style-type: none"> • monitor and analyse the security aspects of the conflict and peace process • advise the mediator on short-, medium- and long-term developments and prospects, taking into consideration security-related issues such as ceasefires; disarmament, demobilisation and reintegration (DDR); security sector reform (SSR); military; policing • provide advice on security-related elements to be included in the peace agreement 	P4	10 per region (total = 50) 50% = women
Economic analyst	The economic analyst will: <ul style="list-style-type: none"> • assist the mediator in analysing the economic aspects of the conflict and peace process • advise the mediator on short-, medium- and long-term developments and prospects relating to the economy, including wealth sharing • provide advice on economic reform and development in general, and specifics to be included in the peace agreement 	P4	10 per region (total = 50) 50% = women
Mediation process expert	The mediation process expert will: <ul style="list-style-type: none"> • assist the mediator in analysing the conflict • provide guidance in terms of strategic and tactical options for peacemaking • assist the mediator in designing, planning, managing and evaluating peacemaking processes • assist the mediator in facilitating dialogue, liaising with the parties and other groups, and conducting shuttle diplomacy 	P4	10 per region (total = 50) 50% = women

Function	Description	Position	Number in roster*
Mediation process expert	Thematic experts will be deployed on an ad hoc, part-time basis. They will include experts in: <ul style="list-style-type: none"> • the drafting of certain elements of peace agreements • international law • legal drafting • constitution making • governance • power sharing • public participation • transitional justice • land reform • refugee issues • property claims • elections • human rights • gender • and so forthy 	P3–4	10 per region (total = 50) 50% = women
Administration officer(s)	The administration officer(s) will provide clerical support to the mediation team – including, for example, making travel arrangements and keeping an up-to-date file of documents and reports on behalf of the team	P2	10 per region (total = 50) 50% = women
Public information officer	The public information officer will advise the mediator and the team on how to communicate effectively with the public and other relevant stakeholders and partners. More specifically, the public information officer will: <ul style="list-style-type: none"> • develop and implement an effective public information campaign to keep the general public, stakeholders and partners informed of developments in the peace process • develop regular public information guidelines that will assist the mediation team staff in sharing a coherent mission view with all stakeholders and the media • act as a spokesperson as and when considered appropriate by the mediator (in most cases, however, the mediator will act as the spokesperson for the mediation team) 	P4	10 per region (total = 50) 50% = women

The composition of the mediation team as proposed above is expected to ensure a holistic approach in that the team has the capacity to deal with not only the political dimension of the conflict and peace process, but also the security and economic dimensions. The thematic experts listed above will be drawn upon on a case-by-case basis, and are expected to lay the foundation in specific areas for implementation and monitoring by peacekeeping and peacebuilding missions. Not only will the team provide substantive support to the senior mediator, but the team will also be sufficiently staffed to provide the necessary logistical and administrative support.

In addition to the above core members, the AU mediation team may also draw upon the CEWS, an International Contact Group (ICG), and the PoW.

Recruitment onto the roster

Combining direct hiring and secondments

Discussions during the workshop indicated that candidates should be selected on the basis of merit, thereby using their qualifications and experience to measure their ability to play an effective peacemaking role. Using this option, the selection process will be based on the identification, screening and acceptance of applicants. With the reality that the mediation pool of the roster will not always be able to accommodate all requests, other recruitment options such as secondments or headhunting will need to be considered. This will be especially relevant in the case of thematic experts.

Individuals recruited to be on the roster can be seconded to the AU from international governmental institutions, RECs/RMs, member states or qualified CSOs. It is, therefore, recommended that a combined approach be taken that will see the AU make use of direct hiring, secondments and headhunting. Secondments, however, will be subject to the prior signing of an MoU/agreement between the AU and the concerned institution, as well as prior screening and final acceptance of the potential secondments by the AU. Even though the secondment can be financed by the contributing country or REC/RM, the person will be expected to take their direction and leadership from the AU and will report directly to the AU.

Populating the roster

In order to populate the roster with experts, it is recommended that a letter of invitation be signed and sent by the AU Chairperson to the RECs/RMs, member states and respected CSOs, requesting nominations for inclusion on the roster. The letter of invitation should specify which skills will be included in the roster. Nominations should include a motivation, including a description of the nominee's experience (Nathan, 2009b).

Once nominations have been received, they will be screened by the Human Resources Cell and the mediation pool Roster Focal Point in the PSD, whereafter candidates who have the prerequisite experience and skills will be placed on the roster. It should be made clear to the institutions offering nominations, and to the roster members, that there is no guarantee that a person who is included on the roster will be appointed and deployed by the AU Chairperson. The Chairperson has discretion in this regard, and will endeavour to appoint the right individuals on a case-by-case basis. Deployment will also be dependent on the needs in the field. Members on the roster should be informed that they will not be paid for being part of the mediation pool of the PSD Civilian Standby Roster, and that they are not obliged to accept any deployment opportunities.

Once nominations have been received, the Human Recourse Cell and the Roster Focal Point for the mediation pool will review them, whereafter suitable candidates will be invited to apply online. During the online roster application process, candidates will complete their personal profile and will upload relevant information such as their curriculum vitae, certified copies of their degrees and other required documentation. The documentation provided will then have to be validated, and reference checks done by the Human Resources Cell in the

PSD and the Roster Focal Point. After that, telephonic interviews will need to be conducted to ensure that the applicant is suitable for placement on the roster. Once placed on the roster, the candidates should be preauthorised for deployment by the AU. In the case where a candidate is a serving civil servant, or employed by a REC or other institution, an MoU should be signed by the AU and the government or institution. The MoU should ensure the timely release of the candidate by their government or institution for deployment by the AU in a mediation mission. Ideally, the MoU should also confirm that, once the mission is complete, the person can return to their previous job.

Once placed on the roster, members should be sent reminders to update their profiles on a quarterly basis. This exercise should also confirm their availability for deployment. If a roster member does not update their profile after a certain amount of time (to be determined), they will be assumed unavailable and will be removed from the roster.

Diagram 4: Screening and vetting process for inclusion on the PSD Civilian Standby Roster



A distinction should be drawn between the senior mediators on the roster and the remainder of potential staff to serve in a mediation mission. The senior mediators’ section in the roster will take the form of a database, and the mediators will not be expected to apply or to update their profiles on a continuous basis. Senior mediators will also be appointed, while the remainder of the mediation team will be hired.

Criteria for inclusion onto the roster

Although job descriptions should be developed for members of an AU mediation team, there are certain criteria that need to be considered for inclusion onto the roster. These are in addition to regional representation, and can be summarised as follows:

Table 2: Criteria for inclusion onto the mediation pool of the PSD Civilian Standby Roster

Position	Criteria
Senior mediator	<p>Given that the parties to a conflict frequently include governments, it is necessary for the mediator to have appropriate stature. In addition, they should have the following skills:</p> <ul style="list-style-type: none"> • a high level of experience and competence in mediation • commitment to the values and principles of the AU (See Articles 3 and 4 of the Constitutive Act of the African Union). • personal attributes of a good peacemaker – including empathy, excellent communication and facilitation skills, problem-solving skills, excellent political judgement, and analytical ability. <p>The senior mediator should also be of African nationality.</p>

Chief of staff	The chief of staff should have: <ul style="list-style-type: none"> • substantive management and organisational competence and experience to ensure that all aspects of the process are run efficiently and effectively • extensive experience*** of being involved in African mediation processes
Head of analysis	The head of analysis should have: <ul style="list-style-type: none"> • extensive experience and high-level competence in conflict /political analysis • good knowledge of peace processes and peace agreements • management experience
Economic and security analysts	The economic and security analysts should have: <ul style="list-style-type: none"> • extensive experience and high-level competence in economic or security analysis • good knowledge of peace processes and peace agreements
Mediation process expert	The mediation process expert should have the following skills: <ul style="list-style-type: none"> • extensive experience and high-level competence in mediation • good knowledge of peace processes and peace agreements • good conflict analysis skills • an ability to communicate with and build relationships at all levels of society, from civil society through to ministers (Nathan, 2009b).
Thematic experts	The thematic experts should have: <ul style="list-style-type: none"> • extensive experience in their area of expertise • previous experience in providing support to a peace mission
Public information officer	The public information officer should have: <ul style="list-style-type: none"> • extensive experience • previous experience in providing support to a peace mission
Administration officers	The administration officers should have: <ul style="list-style-type: none"> • extensive experience in administration support • previous experience in providing such support to a peace mission

*** Extensive experience means five to seven years, with a preference of seven years or more.

Deployment

When deploying an AU mediation team, the AU Chairperson should consider the senior mediators listed in the roster when making a selection. Additionally, the Human Resources Cell and the mediation pool Roster Focal Point in the PSD should put forward recommendations as to who should fill the remaining positions in the mediation team. Only preauthorised members will be considered. The AU Chairperson, together with the Head of the AU CMD and the senior mediator, should then approve the appointment of the team members⁶.

Criteria for deployment

The following criteria should be taken into consideration when identifying members of the AU mediation team for deployment:

6 During the workshop, the possibility of establishing a selection committee, including the RECs, the Pan African Parliament and so forth, was discussed. It was, however, decided that such a committee would be expensive, and would be a time-consuming process that would slow down the deployment of the mediation team rather than encourage rapid deployment. It was, accordingly, decided that the final appointments will be made by the AU Chairperson.

Senior mediator

Before selection for deployment, the following skills and/or attributes of the senior mediator should be considered:

- knowledge of the country in conflict: the mediator needs to be familiar with the history and dynamics of a conflict
- credibility with the parties in conflict: this relates to the stature, seniority, integrity and experience of the mediator
- relevant language skills: peacemaking through interpretation can impede communication and inhibit the building of sound relationships with the parties
- availability for deployment on a full-time basis, for a minimum period of six months. This is important to ensure that the senior mediator can build relationships of trust with the parties, and that they do not become disenchanted with the senior mediator (Nathan, 2009b).

Chief of staff

It is important to consider whether the chief of staff is knowledgeable about the conflict area and speaks at least one of the local languages before selection for deployment (Babbit, 2010). Even though these are not requirements, they will assist the chief of staff in operating in the specific context of the mediation mission.

Head of analysis/economic analyst/security analyst/thematic experts/public information officer

For the appointment of the team of analysts, the thematic experts, and the public information officer, the following should be taken into consideration:

- the country and/or regional expertise of the analyst or expert or public information officer (if any)
- proficiency in at least one of the languages spoken by the parties
- the availability of the person to be deployed.

Administration officer

Before selection for deployment, the following should be taken into consideration:

- proficiency in the languages spoken by the parties
- familiarity with AU administrative processes
- availability of the person to be deployed.

Contractual agreements

In general, the duration and contractual agreement between the AU and the members of the mediation team will be determined by the mission mandate and time frame. It is, however, recommended that the following be under the responsibility of the AU CMD whilst the PSD Civilian Standby Roster is established:

- grading: a fee structure for the mediation team members needs to be developed
- contractual arrangements: pre-deployment contractual arrangements need to be put in place to ensure special envoys/mediators and their teams can be deployed quickly, as the need arises. Issues to be covered in the contract include: mandate, the length of appointment, salary, benefits, staffing and administrative support, budget allocation, travel and DSA rates, and reporting requirements
- costing: a general budget should be developed for the deployment of the envoys and experts
- funding: in general, mediation missions will be funded under the AU Peace Fund, and these funds should be readily available. If need be, a Special Rapid Deployment Fund (SRDF) should be established
- equipment: information technology (IT) and communication equipment should be readily available for deployment.

It is anticipated that a well-functioning mediation pool of the PSD Civilian Standby Roster will enable rapid:

- identification of AU mediation team members, within five days
- deployment of the senior mediator (or the special envoy), within two weeks
- deployment of the remainder of the AU mediation team, within three to four weeks (or as soon as possible thereafter).

Training

The training of roster members will occur before and after deployment.

Diagram 5: Capacity-building sequence



Once a person is on the roster, they will be trained and be included in knowledge-sharing initiatives⁷ on occasion. The responsibility for training lies with the AU CMD, but training courses will be conducted by training service providers, as considered fit by the AU.

Training initiatives can be summarised as follows:

Pre-deployment/mission preparedness training

Pre-deployment training will be offered if there is sufficient time and a need for training on mediation or other elements relating to the mediation mission. This kind of training can be used to prepare people for what to expect when being deployed as part of an AU mediation mission. The training should orientate participants to the key functional areas and the main

7 These can, for example, take the form of ‘lessons learned’ seminars or conferences

actors involved in AU mediation missions. For those who have already been deployed in an AU mediation mission, it can provide an opportunity to improve upon their knowledge and qualifications. In addition to training, resources such as handbooks and other lessons learned and guidelines booklets will be shared with the AU mediation team.

Induction training

If there is an AU Liaison Office already on the ground, it will be tasked with providing induction training for the AU mediation mission, to familiarise staff with the office set-up and operations.



Top, from left to right: Ms Yvette Ngandu (AU CMD) officially opened the workshop. Mrs Pravina Makan-Lakha (ACCORD) welcomed participants, whilst Ms Jenny Theron (ACCORD) facilitated the opening session.



Bottom, from left to right: Ms Peace Mutuwa (AU CMD) and Ms Yvette Ngandu (AU CMD).

Specialisation training

This will be based on specific capacity needs identified. One example will be training for thematic experts in mediation, to obtain an understanding of how best to support the mediation mission. The training will, therefore, aim to build on existing skills and prepare experts for more specialised work in support of mediation missions.

End-of-mission debrief

The learning process for both the individual and the AU should not end once the individual's contract expires. An end-of-mission debrief can be offered, with a focus on the debriefing and evaluation⁸ of the mission to assist the AU in drawing out lessons learned for future missions.

Training considerations for members of the mediation pool

Even though the AU CMD will strive to provide members of the mediation pool of the roster with capacity-building opportunities, individuals will be recruited based on their existing skills, experience and qualifications, and will also be responsible to continue building their own skills through identifying and participating in other capacity-building opportunities. Accordingly, the focus will be on orientation to the AU rather than on capacity building. Capacity-building opportunities offered by the AU and its partners will be focused primarily on areas of the roster where there is a shortage of expertise. In such cases, the AU will assist potential roster members in building their skills towards meeting the criteria.

It was also recommended that training of trainers be conducted for AU and REC staff in relevant areas, such as mediation, to allow them to continue conducting training courses rather than being dependent on training service providers.



Top, from left to right: Mr Singo Mwuchofi (ICGLR), Mr Michael Seroke (ICGLR) and Ms Martha Bakwesegha (ACCORD).

⁸ It is also recommended that progress made during the mediation process should be reviewed and evaluated on a quarterly basis. The head of analysis should conduct a quarterly review of both the strategic and operational plans. The results of the evaluation should be discussed with the mediator to determine whether and how changes will be made to the strategy and operational plans.

Recommendations for the development of the post-conflict reconstruction and development pool of the roster

Understanding the PCRDR framework and how it can be translated and applied to post-conflict reconstruction and peacebuilding efforts on the continent is central to the development and success of the PCRDR pool of the PSD Civilian Standby Roster. The AU approach is to provide relevant technical expertise to contribute to internal peacebuilding processes, and to link its efforts to ongoing local peacebuilding approaches and institutions. In providing this technical expertise, the AU is emphasising the importance of local actors and local ownership.

Staffing

The AU, through the PCRDR pool, will deploy PCRDR experts and AU special experts to post-conflict areas to conduct multidisciplinary assessment missions, engage with governments and civil society, and provide technical assistance. The PCRDR pool will be made up of post-conflict experts and special AU experts available for deployment, and will comprise mission leadership and mission support functions. In populating the roster, skilled and expert individuals with experience in peace support capacities will be identified.

Based on the time frame and nature of the AU's role, it might require a fully staffed mission to support post-conflict reconstruction efforts on the ground. The peacebuilding mission will provide a coordination role, but will not undertake specific peacebuilding programmes or be a donor. The AU, however, can help in resource mobilisation for countries rebuilding after war. The PCRDR Unit will also undertake a mapping exercise of civil society partners on the ground working in the field of peacebuilding, with which the AU can cooperate in the implementation of quick impact projects (QIPs). The AU will target and develop a database of CSOs and specialised institutions that have expertise and capacities in conflict mediation, training, mediation services, education, and promoting the rule of law at grassroots level. This mapping exercise will be a separate process from the rostering process.

AU support to post-conflict reconstruction efforts will be through needs assessments and fact-finding missions, specific support to existing AU offices, or fully staffed peacebuilding missions. Needs assessments and fact-finding missions will be deployed for short-term projects,⁹ while fully staffed peacebuilding missions will be longer-term deployments.

Needs assessments and fact-finding missions

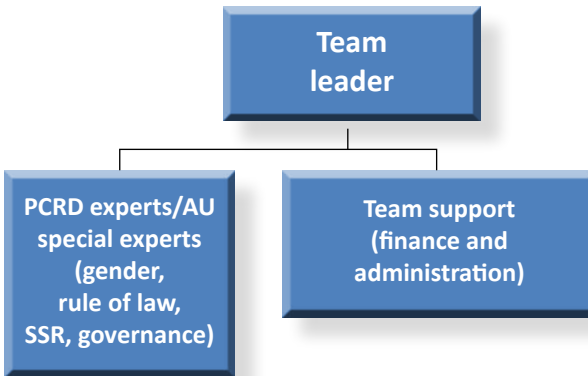
Needs assessments and fact-finding missions - to conduct quick impact assessments and carry out a wide range of information gathering, analysis and assessments on the ground - will be made up of a group of eight to 10 experts and headed by a team leader. The experts will be deployed based on needs on the ground and the specific expertise required. These

⁹ Short term refers to a minimum of two weeks to a maximum of one month.

can range from gender to human rights, to SSR, and so forth. The PCRD Unit currently carries out assessment missions and these will continue to be utilised in the future.

When deployed, the team will be backed up by an administration support unit to assist in all administrative, financial and logistical aspects linked to the deployment. The support unit will comprise administrative and financial officers. If an existing AU Liaison Office is on the ground, it can also provide this support to the team.

Diagram 6: Proposed structure for a needs assessment or fact-finding mission



Peacebuilding missions

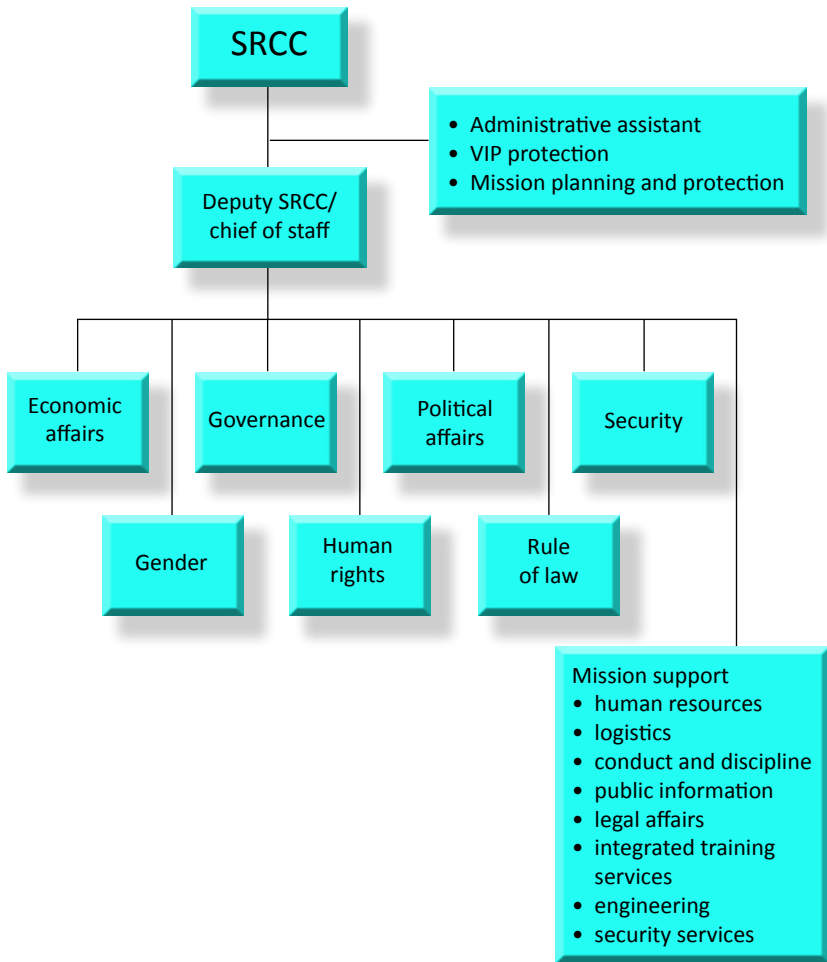
In preventing a relapse to violence and in the sustainable consolidation of peace, the peacebuilding mission will be tasked with providing advice, support and assistance towards the implementation of post-conflict peacebuilding and development frameworks. These missions will incorporate short-, mid- and long-term initiatives with a focus on institution building, post-conflict reconstruction and sustainable development. The structure and mandate will be guided by the PCRD Policy Framework. The framework identifies six constitutive elements, which include:

- i. security
- ii. humanitarian/emergency assistance
- iii. political governance and transition
- iv. socio-economic reconstruction and development
- v. human rights, justice and reconciliation
- vi. women and gender (Executive Council, 2006)

An AU peacebuilding mission will involve a fully staffed office on the ground. The mission will be expected to engage with the grassroots and assist in conducting the national dialogue processes, and will be designed based on the structure of the civilian dimension of the

Africa Standby Force. The mission will be made up of mission leadership, a wide range of substantive roles and positions, and mission support. These peacebuilding missions will be deployed with the eventual drawdown of a peacekeeping mission.

Diagram 7: Proposed structure of an AU peacebuilding mission



**Table 3: Proposed structure for an AU peacebuilding mission:
mission leadership**

Function	Description	Position	Number in roster
Special representative of the Chairperson of the Commission (SRCC) **** Or team leader in a needs assessment mission	<ul style="list-style-type: none"> responsible for successful implementation of the mission mandate advises the Chairperson of the Commission on needs requiring the support of member states provides periodic briefings to the Chairperson and General Assembly provides leadership on and engage at the political level with government, national and international stakeholders, major political parties and donors gives overall coordination of mission units and efforts mobilises resources for the peacebuilding mission and for peacebuilding projects chairs joint strategic meetings with key partners assists the government to identify and assess structural needs establishes alliances with donors promotes member country exchange of expertise advises on prioritisation of socio-economic needs provides advice and technical support to government on provision of essential services to its people resource mobilisation with donors and international financial institutions coordination with civil society and private sector on aspects of economic reform, capacity building and conditions for sustainable development monitors progress being made in terms of reconstruction and development, in line with the peace agreement and the available resources (human and financial) 	1 x ASG/D1	5
Deputy special representative of the Chairperson of the Commission (DSRCC)	<ul style="list-style-type: none"> provides support to the SRCC in the implementation of the mission mandate 	D1/D2	5
Administrative assistant to the SRCC/DSRCC	<ul style="list-style-type: none"> performs administrative tasks to aid the work of the SRCC and deputy SRCC 	GS	5
VIP protection for the SRCC/DSRCC	<ul style="list-style-type: none"> ensures the safety and security of the SRCC/DSRCC 	P1-P4	20
Mission planning and coordination	<ul style="list-style-type: none"> facilitates the mission planning process (multi-year, annual, phase transitions, special events, drawing down) facilitates mission coordination, liaison among the units and information sharing 	P3-P5	10

****Further discussion is required on whether the special representative of the SRCC and the DSRCC candidates should be included in the roster, or whether this section of the roster should take the form of a database only. Further discussion is also required on whether the SRCC and DSRCC will be hired or appointed.

Table 4: Proposed structure for an AU peacebuilding mission: substantive roles

Function	Description	Position	Number in roster	Possible positions
Economic affairs	<ul style="list-style-type: none"> • assist the government to map out the country's economic needs • provide technical advice to the government on how to address identified economic needs • assist in mobilising resources and support from the international community for short-,mid-and long-term economic development • provide advice and technical support to government on economic reform 	P3–P5	20	<ul style="list-style-type: none"> • economic recovery advisor • economic affairs officers
Gender	<ul style="list-style-type: none"> • provide technical advice on gender aspects to the mission • emphasise the important role of women in conflict prevention and transformation and in peacebuilding • promote implementation of the Solemn Declaration on Gender Equality on Africa (SDGEA) and the Protocol to the African Charter on Human and People's Rights on the Rights of Women in Africa • promote women's participation in political and socio-economic processes • monitor women's inclusion in reparation and reintegration processes • ensure gender considerations are taken into account when dealing with the repatriation of internally displaced persons and refugees • provide support and advise on dealing with the social, psychological and physical consequences of sexual and gender-based violence (during and post-conflict period) • contribute on initiatives for women's empowerment • provide policy support to the government on gender issues 	P3–P5	10	<ul style="list-style-type: none"> • gender advisors • gender officers

Function	Description	Position	Number in roster	Possible positions
Governance	<ul style="list-style-type: none"> • contribute to the strengthening of democratic institutions: parliament, political parties, electoral commissions • support and encourage constitutional reform • enhance regional/local governance and traditional leadership • support the government in establishing and implementing humanitarian response systems 	P3–P5	20	<ul style="list-style-type: none"> • governance advisor: parliament • governance advisor: elections • governance advisor: political parties • legal advisor: constitutional reform
Human rights	<ul style="list-style-type: none"> • assist the government to build national capacity for the protection and promotion of human rights 	P3–P5	10	<ul style="list-style-type: none"> • human rights advisor • human rights officers
Political affairs	<ul style="list-style-type: none"> • monitor regional trends/potential threats • election observation • civil society engagement [media, NGOs, faith-based organisations (FBOs)] • facilitate/promote national and regional dialogue, consensus building and social cohesion • facilitate the implementation of the peace agreement • provide good offices and political support for sustainable peace • assist in the establishment of early warning mechanisms and provide support to national and local efforts for identifying and resolving tension and threats of potential conflict • support the SRCC to continue to make positive progress on political processes 	P3–P5	20	<ul style="list-style-type: none"> • peacebuilding advisor/experts • political analysts • early warning specialists • conflict prevention specialists

Function	Description	Position	Number in roster	Possible positions
Rule of law	<ul style="list-style-type: none"> • support the government to undertake legal reform in order to strengthen rule of law systems • promote judicial reform • assist in building the human capacity of legal and judicial structures • assist in developing the oversight capacity of these legal and judicial mechanisms to support SSR processes • provide support in the establishment and implementation of transitional justice mechanisms, truth and reconciliation and national dialogue processes 	P3–P5	20	<ul style="list-style-type: none"> • rule of law advisor • rule of law officers: judiciary • rule of law officers: legal • experts on truth and reconciliation commissions (TRCs)/national reconciliation
Security	<ul style="list-style-type: none"> • provide support to national security actors and structures through capacity building, training, mobilisation of funds • advice and support on SSR processes • assist in efforts to counter transnational organised crime and drug trafficking • advice and support in DDR processes • support the SRCC to continue to make positive progress on national security aspects 	P3–P5	40 (20 each for DDR and SSR)	<ul style="list-style-type: none"> • SSR advisor • DDR advisor

Table 5: Proposed structure for an AU peacebuilding mission: mission support

Function	Description	Position	Number in roster
Human resources	<ul style="list-style-type: none"> • support the HR needs of mission staff • provide insurance and medical services during emergency medical evacuation • oversee and manage recruitment, staff contracts and training processes 	P3–P5	5
Logistics	<ul style="list-style-type: none"> • transport • information technology • medical services • air operations • geographical information and mapping services 	P1–P5	20
Conduct and discipline	<ul style="list-style-type: none"> • manage staff conduct and behaviour • monitor compliance with the code of conduct • undertake sensitisation and awareness to prevent sexual abuse and exploitation (SEA) 	P3–P5	10

Function	Description	Position	Number in roster
Public information	<ul style="list-style-type: none"> • spokesperson for the SRCC and the mission • develop and implement an effective public information campaign to keep the general public, mission members, stakeholders and partners informed of developments in support of the peace process and role and activities of the mission 	P1–P4	10
Legal affairs	<ul style="list-style-type: none"> • advises the mission on the legal implications of decisions and actions taken and the consequences thereof 		5
Integrated training services	<ul style="list-style-type: none"> • provide induction briefings for new staff deployed to the mission • identify and assess training needs and facilitate in-mission training • prepare and update training handbooks for mission staff 		10
Engineering	<ul style="list-style-type: none"> • provide accommodation, building management and civil engineering services 	TBD	10
Security services	<ul style="list-style-type: none"> • protect mission staff and assets 	TBD	TBD

Other positions for possible inclusion depending on contextual needs include:

- architects, quantity surveyors, engineers, planners
- agriculture experts
- education
- engineering (civil, electrical, mechanical)
- health
- natural resource management
- urban planners
- post-conflict reconstruction and development advisors
- development experts.

Recruitment onto the roster

It was highlighted that the roster “will be managed by a Roster manager/Database manager [Roster Focal Point].” (Mutuwa, 2011) The identification of qualified individuals to the roster will involve targeting low-level, mid-level and senior-level professionals with the required years of relevant experience for the different professional categories. Vetting and screening will be conducted by the Roster Management Committee/Selection Panel¹⁰, comprising designated officers in line with HR rules and regulations. After a successful screening and vetting process, the applicant is placed and accepted as a member of the roster. The direct hire and secondment processes are seen as two possible recruitment options.

¹⁰ The Roster Management Committee and Selection Panel should be gender-sensitive in their makeup and should comprise individuals with expertise in the functions required in the PCRD pool.

Direct hire

Targeted advertising, which aims to recruit individuals through specific networks, was identified as a possible option. Individuals can be identified from CSOs and NGOs. In addition, the AU can share an official call for applications through its various networks. Further, through its various capacity-building initiatives, training institutions and centres of excellence participants can be identified who can be put on the roster. These capacity-building initiatives can also be used to share vacancies. Possible forms of direct hiring can also be through public calls for candidacy or an online call for individual registrations.

Secondments

Secondments were highlighted as a possible recruitment option, on the basis that the final decision to hire nominated individuals is left to the AU. Secondments can come from member states, RECs and credible CSO partners. Furthermore, it was highlighted that recruitment for the PCRDR pool can be done through retaining individuals from prior peacekeeping missions – specifically from the civilian component of the ASF pool. These individuals will already have a clear and established understanding of the context in which the AU will be working and can immediately contribute to ongoing peacebuilding efforts.

A combination of both the processes of secondment and direct hire can be used to create access to a wider pool of individuals with varied expertise and skills. These recruitment processes will be guided by the AU's HR policy.

The following points emerged during the group work and discussions on recruitment:

- Recruitment should aim for equal gender representation, with a gender parity of 30% female. This is in compliance with UNSCR 1325 and signals the commitment of the AU to gender equity. The language needs on the continent must also be taken into account when recruiting individuals for the roster.
- Recruiting onto the roster should involve a rigorous review of CVs to ensure that the right candidates are selected. The selection process can be designed in the same format as the mediation pool. (Please refer to the section 'Populating the roster' under 'Staffing'.) In recruiting, police and reference checks are important to ensure that candidates have a credible professional history and have not engaged in criminal acts.
- Priority should be given to Africans in the identification of individuals to the roster. In cases where this capacity is not available, non-Africans can be identified.
- Individuals must meet the minimum qualifications, expertise and skills required
- Funding options from the Africa Peace Fund and other possible sources of funding need to be explored in the development of the PCRDR pool.

Deployment

Depending on the need at hand, roster members are selected for deployment with all the contractual and pre-deployment inductions done by the Commission. It is anticipated that experts can be deployed through the following processes:

- to already existing AU missions/offices to work on specific areas of expertise – experts will provide support to the AU Liaison Office in a specific country, mainly to carry out QIPS and as part of the AU’s contribution to post-conflict reconstruction efforts
- as a member of a team of consultants deployed to conduct needs assessments and provide specific expertise
- as part of an AU peacebuilding mission, which includes mission leadership and mission support.

The duration of deployments will be based on the nature of the AU intervention in a specific post-conflict context. The duration of a fully staffed peacebuilding mission should be long term, specifically because post-conflict reconstruction efforts are conducted over a long period of time. The proposed duration is one year, and the need to extend this should be assessed based on the mandate of the mission, the availability of resources and the context on the ground. The mission’s mandate should not be permanent, and there should be consideration for exit strategies.

Contractual timelines include:

- temporary duty assignment (e.g. secondment from another mission/AU headquarters)
- consultancy (short/medium term): the need for consultants will need to be assessed on a case-by-case basis, and will be for about three months (as per current AU practices)
- long-term assignments: this might require a longer engagement on the ground, especially if an AU peacebuilding mission is deployed. Since the missions might be temporary, the contracts should be temporary but the long-term assignments can remain. The contracts can, therefore, be renewable, based on the continuation of the mission and the availability of funds.

Expertise not available in the roster will be more time-consuming to identify and deploy. It is important that a number of candidates be placed on a high-readiness category for special consideration when it comes to rapid deployment. It is anticipated that a well-functioning PCRCD pool will enable the:

- rapid identification of experts within five days. The final selection should be done by the head of mission (or to the person to whom they give authority). The time frame for final selection is four weeks
- rapid deployment of experts, with four weeks’ notice
- space to address specific requests for recruitment and/or appointment issues.

The following points emerged during the group work and discussions on deployment:

- A mission should be deployed when hostilities have ceased, peace agreements have been signed and civilians can be deployed in a safe environment¹¹. Peacebuilding missions can, therefore, be deployed in countries where there are still conflict hotspots.

¹¹ Peacekeeping and peacebuilding missions will essentially have different mandates, and so possibilities of both missions being deployed

- The need for flexibility was highlighted – especially due to the varying mission mandates and the various and diverse contexts the mission will be deployed to. It is important, therefore, that mission mandates and focus remain context-specific.
- It is expected that individuals on the roster will only be called for deployment when needed. Deployment processes should start on time so that individuals are given sufficient time to leave their current jobs and commitments.
- Senior mission leadership and team leaders should be selected early so they can be involved in mission planning processes and take part in the selection process for their team. This allows them to own this process and will contribute to team building.

Training

It is important that individuals to be deployed must understand the purpose and target of peacebuilding missions. Furthermore, training on a wide range of issues is necessary to prepare staff to be deployed. This training includes:

Pre-deployment training

This will focus on an introduction to the AU and its practical impact on peacebuilding and an orientation to the PCRCD Policy Framework. Training should also include strategic planning and reporting elements, and should include team-building aspects. In addition, the training will cover the general peacebuilding mission's mandate and objectives, and basic conflict transformation and peacebuilding-related concepts (gender, human rights). The content required for pre-deployment training should be the responsibility of the AU, specifically in standardising the curriculum. Training institutions should work closely with the AU on developing training curricula. The trainings can be organised by the various training centres, in close cooperation with the PCRCD Unit.

Induction training

This training will be more mission-specific and will be arranged prior to travel to the mission, as it is meant to prepare individuals for deployment to the field. Training will cover induction to the context on the ground and mission-specific strategic planning and will include safety orientation and training on AU policies, and the rights of AU staff members. The mission, in consultation with the PCRCD Unit, will be responsible for this training.

Specialised training

This form of training should be guided by the needs on the ground and the mission strategy, and is based on the various constitutive elements of the AU PCRCD Policy Framework. Based on the specific capacity needs identified, staff training may also be offered in the different elements either internally or externally. Specialised training should include training on human rights and sexual and gender-based violence (SGBV), and will also include specific management training for senior and middle staff. Training centres, NGOs and CSOs should be responsible for this training.

End-of-mission debrief

The end-of-mission debrief aims to provide evaluation and feedback. There should be individual debrief sessions as well as a more general team debriefing process. As a feedback mechanism, the debrief is aimed at drawing out lessons learnt to inform future HR considerations and peacebuilding mission mandates and structures. The PCRD Unit should be responsible for this debriefing.

Considering the wide range of expertise required under the PCRD pool of the roster, it is important to explore other methods of providing training. Training can be conducted through e-learning, thereby creating a platform for exchange for those who are on the roster. It is important to link e-learning to the classroom experience, so that the knowledge and expertise of participants can be assessed in person.

Furthermore, a community of practice can be established for past, present and future deployed personnel to enhance a culture of learning and practice on an ongoing basis. Simulation exercises are valuable in testing mission processes and systems. For example, activities such as the map exercise (MAPEX) and field training exercise (FTX) employed by the ASF can be used to field test various exercises.

APSTA should be an identified partner, with the AU, in coordinating training efforts. It is very important to develop standards across the different types of training and evaluation processes that will be offered by different training institutions. A wide range of training courses are provided by a wide range of institutions and service providers – it is important, therefore, not to reinvent the content but to ensure that it is provided in the most beneficial framework.



From left to right: Ms Lorraine Reuter (ACCORD), Ms Harriet Byarugaba (ACCORD), Ms Dorcas Ettang (ACCORD), Ms Jenny Theron (ACCORD), Mr Cedric de Coning (ACCORD and NUPI), Mrs Karishma Rajoo (ACCORD), Mr Paul Sixpence (ACCORD), Ms Yvette Ngandu (AU CMD), and Ms Martha Bakwesegha (ACCORD).

Conclusion

The workshop was one of many initiatives for the AU to consult with a wide range of stakeholders – including RECs/RMs, civil society and training institutions – on the mediation and PCRDR pools of the PSD Civilian Standby Roster, specifically examining how they will function and work in collaboration with the ASF pool of the PSD Civilian Standby Roster. This workshop examined the technical aspects of the mediation and PCRDR pools and the staffing, recruitment, deployment and training requirements for it to function fully. The workshop will feed into ongoing processes to develop and establish one harmonised PSD Civilian Standby Roster, and has made considerable steps in contributing to the understanding and development of the mediation and PCRDR pools. This will also contribute to building and strengthening the capacity of the AU in mediation and post-conflict reconstruction processes on the continent.

Further discussions and clarification on the relationship between the AU and the RECs – and how they can collaborate, jointly contribute and mutually benefit from the PSD Civilian Standby Roster – are very important in ensuring its success. As a starting point, the staffing, recruitment, deployment and training elements of the mediation and PCRDR pools will rest with the AU. This is in contrast with the ASF pool of the roster, as the RECs are responsible for some of these aspects – such as populating and maintaining the ASF pool, training the staff, and deployment when a REC/RM undertakes a PSO mission.

The following key points for action were established:

- The AU has engaged with RECs/RMs on the PSD Civilian Standby Roster; however, there is need for more engagement between the AU and RECs/RMs on developing, operating and utilising the roster. RECs can feed into and benefit from the overall continental roster, and it is important that they understand the various processes in developing the roster. RECs are critical actors in this process as they highlight regional dynamics and can cater to the language and other diversities in their regions.
- The need to find a cost-effective and efficient way to manage the roster, thereby integrating the processes at the levels of the AU and the RECs, is important. This will reduce the duplication of efforts and costs. Further detailed and in-depth discussions on how regional and continental mechanisms work together to harmonise their processes need to be carried out. RECS can appoint focal points that work closely with the AU Roster Focal Points to begin to harmonise the regional and continental processes.
- It is critical that the CEWS is enhanced and strengthened to support the PSD Civilian Standby Roster. This is important, because this system can be utilised to provide relevant and correct information prior to deployment. It is also important so that actors understand the realities on the ground and effectively support the peace process and post-conflict reconstruction efforts.

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From left to right: The CMI team. Mr Claes Hjelm, Amb. Ragnar Ångeby and Ms Sofie Karlsson.

ANNEX I: Agenda



AFRICAN UNION MEDIATION AND POST-CONFLICT RECONSTRUCTION STAFFING, ROSTERING AND TRAINING WORKSHOP

14–15 April 2011 • Durban, South Africa

AGENDA	
DAY ONE: THURSDAY, 14 APRIL 2011	
08:00–08:30	Registration
SESSION ONE: OPENING SESSION	
08:30–09:30	<i>Opening session</i>
	Welcome and opening of workshop
	Introduction of participants
	Workshop goals and objectives
SESSION TWO: OVERVIEW OF THE PEACE AND SECURITY DEPARTMENT ROSTER CONCEPT	
09:30–10:30	<i>The Peace and Security Department Roster</i>
	The need for civilian capacities
	The roster model
10:30–11:30	<i>The civilian dimension of the African Standby Force</i>
11:30–12:00	GROUP PHOTO; TEA/COFFEE
12:00–13:00	<i>The mediation component</i>
13:00–14:00	LUNCH
14:00–15:30	The post-conflict reconstruction component

15:30–16:00	TEA/COFFEE
16:00–17:00	General discussion
18:30–20:30	Welcome reception
DAY TWO: FRIDAY, 15 APRIL 2011	
SESSION THREE: STAFFING, RECRUITMENT, DEPLOYMENT AND TRAINING	
08:00–08:30	<i>Introduction: staffing, recruitment, deployment and training</i>
08:30–10:00	<i>Group work: mediation</i>
10:00–11:00	<i>Plenary feedback and discussion</i>
11:00–11:30	TEA/COFFEE
11:30–13:00	<i>Group work: post-conflict reconstruction</i>
13:00–14:00	LUNCH
14:00–15:30	<i>Plenary feedback and discussion</i>
15:30–16:00	TEA/COFFEE
16:00–17:00	<i>Wrap-up and way forward</i>
17:00–17:30	<i>Close of workshop</i>

**African Union Mediation and Post-Conflict Reconstruction
Staffing, Rostering and Training Workshop**



14 - 15 April 2011 • Durban, South Africa

ANNEX II: Participant list

African Union

Ms Yvette Ngandu, Coordinator, UN-AU-RECs Cooperation Project in Mediation; Coordinator, Secretariat of the Panel of the Wise, AU CMD

Mr Admed Moktar Awed, Early Warning Expert, PSD

Ms Peace Mutuwa, Database Specialist, AU CMD

Mr Kassim Khamis, Political Analyst, AU CMD

Mr Nadir Fathelalim, Desk Officer, AU CMD

Mr Dahir Ahmed Egeh, Human Resources Expert, AU-HRD

Regional Economic Communities/ Regional Mechanism

Amb. Sebastien Ntahuga, Director, Early Warning Mechanism of Central Africa (MARAC), ECCAS

Mr Murtala Touray, Regional Coordinator for Early Warning and Conflict Prevention, WANEP

Mr Adrien Ndayisaba, Coordinator, Trading for Peace, COMESA

Mr Benoit Bihamiriza, Conflict and Early Warning Expert, EAC

Mr Michael Seroke, Peace and Security Expert, ICGLR

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