

United Nations
Office to the African Union



Bureau des Nations Unies
auprès de l'Union Africaine

UNOAU

UNOAU 2016 Retreat - Report -



September 2 & 3, 2016

UNOAU Mandate

Background to the establishment of UNOAU

Since the transformation of the Organization of African Unity into the African Union (AU) in 2002, and in particular the 2004 launching of the AU peace and security architecture, there has been strong support among the UN and its Member States for closer United Nations cooperation with the AU. In 2005, the World Summit underscored the need to devote attention to the special needs of Africa. In follow-up to this Summit, Secretary-General Kofi Annan, in the 2006 Addis Ababa Declaration “Enhancing UN-AU Cooperation: Framework for the Ten-Year Capacity-Building Programme for the African Union”, pledged the UN support for the development and strengthening of the AU Commission, focusing “with priority, on conflict prevention, mediation and good offices, peacekeeping and peace building”. In 2007, the General Assembly adopted resolution 61/296 on cooperation between the UN and the AU and requested the Secretary-General to take appropriate steps to strengthen the capacity of the Secretariat to meet the special needs of Africa.

By 1 July 2010, the United Nations Office to the African Union (UNOAU) was established by UN General Assembly Resolution 64/288. The Office integrated three existing offices; Department of Political Affairs (DPA) Liaison Office, the Department of Peacekeeping Operations (DPKO) AU Peace Support Team and the Department of Field Support (DFS) Planning Team for Somalia to support the African Union Mission in Somalia (AMISOM), as well as the support component of the United Nations and African Union Mission in Darfur (UNAMID) Joint Support Coordination Mechanism (JCM) office in Addis Ababa.

UNOAU's mandate is to:

- enhance the partnership between the United Nations and the African Union in the area of peace and security;
- provide coordinated and consistent United Nations advice to the African Union on long-term capacity-building and short-term operational support matters;
- streamline the United Nations presence in Addis Ababa to make it cost-effective and efficient in delivering UN assistance to the AU.

(A/64/762, A/RES/64/288)

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Executive Summary

On 2 and 3 September 2016, UNOAU held an annual retreat, which included sessions with partners from the African Union Commission (Departments of Peace and Security and Political Affairs), and the diplomatic community Addis Ababa (Members of the UN Security Council and the AU Peace and Security Council, strategic partners in the international community). Discussions focused on the accomplishments and shortcomings of the UN-AU partnership throughout its history, as well as on future opportunities and challenges in the management of peace and security situations in Africa.

External consultations on the first day were followed by an internal UNOAU-only session dedicated to the strategic vision of the Head of Office, achievements of various components, familiarization of staff with all aspects of UNOAU's work, and UNOAU administrative matters. Sections of the Office presented their work and started articulated priorities for short and medium terms on the basis of the mandate of the Office, the SRSG's strategic guidance and partners' feedback.

The main priority areas identified include greater, more regular coordination of the UN-AU partnership while incorporating a more holistic approach to conflict management and engaging a broader range of interlocutors; implementing the primacy of politics principle across all activities throughout the conflict cycle, recognizing each institutions' complementary strengths, working towards AU ownership and self-reliance, and promoting greater coherence and consultations within and between each organization.

A full overview of key findings may be found under Recommendations and Outcomes.

Part I

Background, Objectives, Structure, and Participation

Background

Since its establishment in 2010 to advance the partnership in peace and security between the United Nations and the African Union, UNOAU has seen its role grow in scope and in complexity. Over time, the UN-AU partnership has evolved from a series of specific interactions to a more structured and sustained strategic partnership. **High-level reports such as the one produced by the High-Level Independent Panel on Peace Operations (HIPPO)**, embraced the principles of early engagement, ongoing consultation, common understanding of conflicts, joint planning, and an integrated approach throughout the conflict cycle. These are the very principles that have come to define the UN-AU relationship in peace and security, and which are the pillars of UNOAU's work.

Objectives

The objectives of the retreat were to:

1. Undertake a review of the AU-UN strategic partnership in peace and security at a time of leadership transition in the Secretariat of both Organizations;
2. Review UNOAU accomplishments and challenges in promoting the strategic partnership;
3. Obtain inputs from UNOAU strategic partners in shaping UNOAU 2016-2017 priorities; and
4. Consult UNOAU staff on shared objectives, planned activities in support of mandate implementation, and a common course for near and medium terms.

While frequent UN-AU consultations occur at all levels between the two institutions, thereby providing opportunities for stocktaking, no formal UNOAU retreat had taken place since 2010. The September 2016 retreat therefore provided an exceptional opportunity for a wide-ranging exchange of ideas in a conducive environment for frank and open discussions, and space for the development of increased collegial relationship throughout the UNOAU team.

Structure

The retreat took place over two days, Friday 2 September and Saturday 3 September, and was held at the Ellily Hotel in Kazanchis, Addis Ababa. The concept note on the retreat may be found in Annex 1 while Annex 2 provides a copy of the detailed agenda. Ms. Nathalie Ndongo-Seh, UNOAU Chief of Staff, facilitated the 2-days proceedings.

Day 1 began with a word of welcome from Mr. Haile Menkerios, SRSG and a list of expectations drawn by the Chief Of Staff in consultation with UNOAU staff. With the arrival of the African Union partners, the retreat turned its attention to a critical review of the UN-AU partnership in peace and security with a focus on “Strengths, weaknesses and challenges of the partnership, and way forward”. Another one with external partners followed this session from the diplomatic community to seek their “Views and expectations of UNOAU and the UN-AU partnership in peace and security”. The day concluded with an exchange on and a wrap up of remarks, key points and recommendations by the Chief of Staff.

Day 2 was internally focused, with the SRSG outlining his vision of UNOAU mandated responsibilities and modalities for mandate implementation, and each component within UNOAU delivering a presentation on their work, challenges faced, and future priorities. These presentations and the ensuing discussion provided an opportunity for colleagues to be more familiar with the role of each section in contribution to the Office’s delivery of its mandate, and provided opportunities for harmonization of efforts to that end. Presentations were delivered in this regard by the Operational Planning and Advisory Section (OPAS), Political Affairs Section (PAS), the Administrative Planning and Advisory Section (APAS), Mission Support, and Public Information. Human Resources made a thematic presentation on conflict resolution at the workplace.

The retreat debrief, including the review of the retreat’s expectations, was followed by a feedback session and the official closing of the retreat. Details on feedback may be found in Annex 5.

Participation

Forty four (out of 60) UNOAU staff from all sections attended the retreat. Participation was very high for both national staff and international staff, with an overall attendance rate of nearly 75%. 7 Officials represented the African Union Commission, while 13 diplomatic missions sent 17 participants to the retreat. Details on attendance may be found in Annexes 3 and 4.

Part II

Remarks, Presentations and Discussions in Sessions



*UNOAU SRSG and Head of Office,
Haile Menkerios*

SRSG Opening Remarks

The SRSG emphasized the importance of partnership and collaboration between international organizations, particularly between the UN and the AU, in the face of complex and multiple peace and security challenges in Africa. Each Organization brings a unique perspective and comparative advantages necessary in the search for durable solutions to these challenges, including political leverage and access, historical knowledge and longstanding experience and expertise. Partnership is not an option: it is a necessity borne out of and experience. The evolution of the peace and security landscape and the challenges and opportunities therein were reaffirmed in three main reviews in 2015, including by the High Level Panel on Peace Operations (HIPPO), which underscored the importance of regional partnerships, the primacy of politics and continuous engagement throughout the conflict cycle.

The recognition of the critical importance of the AU-UN partnership in peace and security predates the 2015 reviews. The Security Council, General Assembly and African Union have repeatedly called for a stronger strategic partnership between the United Nations, the African Union and its the sub- Regional Economic Communities (RECs) and Regional Mechanisms (RMs) in Africa, in accordance with Chapter VIII of the Charter of the United Nations.

Immediate areas of focus in advancing the partnership include efforts to improve the relationship and coordination arrangements between the UN Security Council and the African Union Peace and Security Council throughout the conflict cycle, beginning with prevention efforts; strengthening coordination between the Secretariats of the two Councils; efforts to better streamline joint working-level and strategic decision-making mechanisms and give due consideration to ways forward to further institutionalise and operationalize the spirit and the letter of Chapter VIII of the UN Charter in relation to AU/UN collaboration in Peace and Security .

Like all partnerships, the AU-UN one is not without its challenges. UNOAU should work towards minimising competition and duplication through the identification of comparative advantages aimed at facilitating improved joint decision-making processes and mechanism by the two institutions. Improved understanding of the dynamics, limitations and challenges of each Organization is a prerequisite in this regard. Strengthening the au/un partnership is contingent on demonstration by both institutions of value added of the partnership in the discharge of their goals. UNOAU should focus, among other major responsibilities, on how to support key AU initiatives such as sustainable financing for AU Peace Operations. The UN and the AU can achieve synergy and complementarity by harmonizing and synchronising internal bureaucratic positions and aligning institutional positions.

Session 1

The Partnership between the United Nations and the African Union



AU Team from the Chairperson Office, the Peace and Security and Human Resources Departments

Priorities Going Forward: The African Union Perspective

The African Union highlighted the increasing strategic and operational cooperation between the United Nations and the African Union in peace and security, and the importance of strengthening and institutionalizing the partnership further. Echoing the recommendations of the High-level Independent Panel on Peace Operations and subsequent reports of the United Nations Secretary-General and Chair of the African Union Commission, the African Union advocated for a partnership built on the principles of early consultations, division of labour and burden sharing. The African Union called for a greater United Nations support and responsiveness to African Union priorities in line with Agenda 2063 and the goal of silencing the Gun by 2020 and the 2016-2020 Roadmap for operationalization of the African Peace and Security Architecture.

Key recommendations:

Harmonize UN-AU Positions: Strengthen relations between the United Nations Security Council and African Union Peace and Security Council

The African Union called for ways to strengthen coordination and information sharing between the United Nations Security Council and African Union Peace and Security Council to harmonize and align positions, where possible. The African Union noted how early engagement, joint analysis and a

common understanding between the UN Secretariat and the African Union Commission could form the basis of better-coordinated and consistent advice the basis of which the two Councils can act. The role of UNOAU was highlighted as a conduit between United Nations Headquarters and the African Union Commission to facilitate stronger relations between the two councils as well as working level engagements, not least through strengthening and institutionalizing coordination mechanisms as the Joint Task Force and Desk-to-Desk Meetings.

Primacy of Politics: Strengthen Conflict Prevention and Post-Conflict Reconstruction and Development

The primacy of politics came out strongly across the board and the need to strengthen conflict prevention and early warning, including through joint AU-UN endeavours as horizon scanning and joint assessments. The need to explore the potential of joint Electoral Observer missions was brought up. The need to strengthen Post-Conflict reconstruction and development, not least in Security Sector Reform, was equally emphasized as a necessity to address the structural root causes of conflict and prevent a potential relapse into conflict.

Conflict Management: Strengthen Mediation Capacity and Enhanced Joint AU-UN planning and management of Peace Operations

The African Union emphasized the need to strengthen their internal mediation capacity and encouraged UN support, in particular to operationalize the Mediation Support Unit. In Peace Operations, the African Union called for enhanced Joint AU-UN Planning and Management to strengthen interoperability and potential transition processes. The AU highlighted the upcoming five-year work plan for the further strengthening of the African Standby Force (the “Maputo work plan”) as the reference point for future UN support to AU Peace Operations. The need to work closer on force preparation, in particular training; mission support issues and emerging priorities such as human rights, were brought up. The need to revisit the UN Peacekeeping doctrine was brought to the fore in light of situations where there is little or no peace to keep, such as Somalia, necessitating peace enforcement and long-term engagement beyond the capacity of the AU. The Regional Cooperation Initiative against the Lord’s Resistance Army and deployment of Military Observers, as in the case of Burundi, were mentioned as potential models for the AU/UN cooperation going forward.

Specific African Union Recommendations:

1. Strengthen and Institutionalize the UN-AU partnership: pursue stronger harmonization of positions of the two Councils and strengthen coordination mechanisms between the African Union Commission and United Nations Secretariat (e.g. Joint Task Force, Desk-to-Desk, regularize meetings). The need to pursue UN-AU staff exchanges (also between UNHQ and UNOAU) to improve respective Organizations' insight into the procedures of the other was also brought up;
2. Improved understanding of dynamics and decision drivers' in the capitals of the Troop/ Police Contributing Countries (TCCs/PCCS): the need for mechanisms to facilitate improved understanding of the thinking in the TCCs/PCCs capitals;
3. Strengthen conflict prevention and early warning: strengthen Early Warning mechanisms as Joint Horizon Scanning and employment of Joint Assessment Missions. In Support to Electoral processes, explore modalities for co-deployment of AU observers alongside the provision of UN experts/technical electoral support;
4. Strengthen AU Mediation Capacity, particularly the operationalization of the newly established Mediation Support Unit;
5. Strengthen Post Conflict Reconstruction and Development, notably Security Sector Reform;
6. Enhanced Joint AU-UN planning and management of Peace Operations to strengthen potential transition processes; and UN Support to the implementation of the 5 Year Work Plan for the African Standby Force (Maputo Work Plan). The need to standardize/pool training resources was highlighted, notably in order to pursue joint management of the Senior Management Leadership Programme;
7. UN support to Mission Support: in particular support to the Regional Logistics Bases/ Continental Logistics Base; AU access to UN (DFS lists/rosters) registered Contractors for strategic lift, rotation and movement for the force; and the need to address specific mission support challenges stemming from the engagement of the AU in combat operations. UN to avail best practices in HR in support of peace support operations. UNOAU support was especially requested in supporting the development of a HR roster system;
8. "One UN": Need for a dynamic Partnership that reflects changing realities on the ground, not least the linkage between peace and security on the one hand and development issues on the other hand. Calls for greater coordination within the broader UN family. Need to strengthen mechanisms for UN surge capacity to supplement AU (and UNOAU) resources, when necessary.

Session 2

Partner Outline expectations of UNOAU and Partnership



UNOAU Group picture with the external partners

Partners highlighted the importance of the UN-AU cooperation and how much has been achieved since the introduction of the 2006 Ten Year Capacity Building Program to enhance institutional and technical capacities and cooperation between the UN, AU and RECs, notably with the establishment of UNOAU. Terrorism, organized crime and other evolving threats to peace and security mean that the responsibilities shouldered by AU and sub-regional organisations have increased tremendously. As such, partners highlighted how there is a need for the UN, as well as International Partners, to adjust to the changing realities and pursue a strengthened partnership. The Partners made the following key recommendations.

Strengthen UN-AU Strategic Partnership

Partners emphasized the need to strengthen the strategic partnership between the UN and AU further based on key aspects such as burden-sharing, complementarity and predictability. The challenges facing the partnership were deemed by Ethiopia to be largely related to the interpretation of Chapter VIII of the UN Charter regarding the role of regional organisations and understanding of the concept of complementarity. Ethiopia in turn stressed how an updated AU-UN Joint Framework is critical in advancing the UN/AU partnership in peace and security; a view echoed by Canada.

Strengthen Security Council Relations

Attendees were unanimous in calling for greater, more effective UNSC-AUPSC coordination, with Libya (2011) mentioned as a prominent counter-example. The critical role of the "A3" (the 3

rotating African Member States in the UNSC presently, Angola, Senegal and Egypt), was highlighted across the board, including the need to ensure greater coordination. Ethiopia, an incoming non-permanent member of the UN Security Council (2017-18), observed that the A3 forms the lynchpin of the critical UNSC-AUPSC relationship, and ought to be responsible for ensuring the AU perspective is fully reflected in the UNSC. The need to strengthen the AU mission in New York to play a greater role in harmonising A3 positions and views was highlighted. Members of both the P5 (the 5 veto wielding Members of the UNSC) and A3 recommended strengthened AUPSC proceedings, e.g. penholder arrangements similar to Security Council arrangements and earlier AUPSC deliberations. Some International Partners brought to the fore how the increasingly limited invitation of partners to participate in AUPSC sessions presented a challenge to coordination and harmonization of positions.

Strengthen Trilateral Partnership (UN, AU, International Partners)

The external partners noted the important role of UNOAU in enhancing the trilateral partnership between the UN, AU and International Partners. Noting the importance of UNOAU as a nexus for information sharing and coordination, attendees called for more regular briefings to and closer coordination among partners, most attendees called for including with T/PCCs. Greater coordination with the AU Partners Group.

Peace Operations: Strengthen Mission Support, Predictable Funding

Sustainable funding for AU Peace Operations. Several expressed a keen interest in the outcomes of the Joint Review on Financing PSOs. Noting the AU's decision to fund 25% of its PSOs, Members of the A3 (Angola "departing member of the UNSC", Ethiopia) recognized that the AU must become increasingly self-reliant. On support to AU Peace Operations, members of the A3 called for increased UN assistance in Mission Support and asked for the establishment of a UN Peace Support Office for AU Peace Operations, as suggested by the AUC Chair to be seriously considered. Angola also argued that the 5th Committee of the General Assembly must present a united front in supporting the procurement requirements of peacekeeping operations. Ethiopia also stressed the need for the UN-AU partnership to be institutionalized at both the operational and strategic levels. In light of the increasing support to the operationalization of the African Peace and Security Architecture, amongst among other members of the P5, there was a general call for more information on UNOAU's institution-building work. The need to strengthen compliance monitoring and enforcement of human rights guidelines and policies in AU Peace Operations was also flagged.

Strengthen Conflict Prevention, Mediation and Peace Building

Partners called for a greater emphasis on conflict prevention and peace building, with enhanced focus on addressing the root causes of conflict and institutionalizing the UN-AU partnership through joint visits and assessments. The need to strengthen African Union mediation capacity was likewise brought to the fore. Partners in turn highlighted the link between governance and development matters on one hand and peace and security on the other, with some arguing for the UN-AU partnership to be expanded to encompass development issues as migration and climate change for a more sustainable peace.

Partners' Recommendations:

1. Strengthen UN-AU Strategic Partnership: update AU-UN Joint Framework in Peace and Security; pursue a common understanding of the idea of 'complementarity' as per Chapter VIII of the UN Charter;
2. Strengthen Security Council Relations, among other through strengthening the role of the A3 (including the AU Mission in New York);
3. Strengthen the Trilateral Partnership (UN, AU, International Partners) through more regular UNOAU briefings, among other utilizing the African Union Partners Group Forum; and increasing coordination with T/PCCs. Also a call for more information on UNOAU's institution-building work;
4. Strengthen focus on Conflict Prevention, Mediation and Peace Building through addressing root causes and joint AU-UN assessment visits;
5. Strengthen AU Mediation Capacity;
6. Address question of funding for African Union Peace Operations; finalize and brief on findings of Joint Review on Financing PSOs;
7. Strengthen UN support to the African Union on mission support challenges. A3 members called for the establishment of a UN Peace Support Office for AU Peace Operations (as suggested by the AUC Chair) and to clarify UN Procurement requirements;
8. Strengthen operational partnership through Joint visits and Assessments;
9. Strengthen compliance monitoring and enforcement of human rights guidelines and policies in PSOs.

Session 3

Internal UNOAU Interactions

The second segment of the retreat focussed on internal UNOAU programme and management matters with the AU being invited to participate in the first presentation and discussions of UNOAU sections. The AU (see programme-annex 1) provided an update on the work of the AU High Level Representative on Sustainable Financing.

PAS, OPAS, APAS, Public Information and Support (HR, Finance, Transport, and CITS) all highlighted their respective achievements, plans and challenges.

African Union Commission (AUC)

The AU's quest for financial independence is primarily a matter of dignity. The AU clarified that the on-going AU financing initiative is an effort to operationalize provisions in the PSC Protocol, which have remained dormant. The AU explained the structure of the three-window fund and informed that it will be dedicating US\$30m to augment the Organization's institutional capacity in all areas.



Pankaj Joshi, Military Planning Officer

Operational Planning and Advisory Section (OPAS)

Discussions on the OPAS presentation focussed, among others, on the work and partnership with the Department of Peace and Security, particularly AU PSOD. OPAS was advised to design its support with a gradual recalibration/ a gradual shift of focus from operational support to institutional capacity building. The dearth of capacity in PSOD was highlighted as a continuing constraint in this respect.

The AU observed that AUPSOs are in fact a delegated UN responsibility for which the UN should shoulder the burden. It urged a holistic approach across the spectrum of peace and security challenges on the continent.



Diana Baker, Political Affairs Officer

Political Affairs Section (PAS)

PAS highlighted progress and challenges in collaboration with the AU, noting the significant strides made in joint conflict analysis, horizon scanning, and AUPSC-UNSC relations. While acknowledging progress, the Section called for 'boldness' and strengthened working level collaboration in efforts to shift strategic level dynamics and decision-making for effective conflict prevention work.

The SRSG welcomed the participation of the AU in the retreat discussions and called for planning for a thoroughgoing UN-AU retreat that will take an in-depth introspection of the status of the partnership. The primacy of politics was reiterated and streamlined OPAS-PAS working modalities were strongly encouraged.



Andrzej Grzelka, Logistic Planning Officer

Administrative Planning and Advisory Section (APAS)

APAS highlighted progress in support of the AU with the Africa Standby Force, the Continental Logistics Base, and Assets' Management among other areas. It noted that partners were increasing the scope and level of their support to the AU and the UN's role is likely to decline. The Section noted that, while it is losing a number of critical posts in the proposals for the restructuring of the Office, it will be able to cope with the demands of the partnership and support to the AU with flexible resources through a more effective and efficient restructuring of APAS.

The SRSG emphasized the need to put in place a workable surge capacity support model with HQ.



Seraphine Toe, Strategic Communication Officer

Public Information Office (PIO)

Public Information outlined its work with the AU, highlighting the recommendation for PSOD to engage military PI capacity. The section called on all UNOAU staff to be goodwill ambassadors in broadening awareness on the mandate and work of the office. Staff were urged to familiarise themselves with the corporate guidelines on the use of new media (Facebook, twitter etc.).

The SRSG noted the positive expansion of coverage of the office's activities, emphasizing that this must be all-encompassing and not limited to the Head of Office's activities.

Support Section

The Support Section explained its role in the delivery of the Office's mandate and delegated authorities. It highlighted financial constraints, demands of UMOJA and significant training needs associated with the rapid changes in CITS. Transport pointed to the high volume of delegations requiring support while General Services highlighted challenges with disposal of assets.



Francis Wafula, Head of Support Section



Zebenay Gebreyes, Transport Officer



Nafissatou Garba, Finance & Budget Officer

Session 4

Human Resources management and Conflict management at the workplace



Human resources took participants through managing staff and conflict management in the workplace.

The Chief of Staff highlighted the evolution of dispute and conflict management trends in the Organization whilst emphasizing managerial and oversight responsibilities of supervisors.

The SRSO explained his open door policy, emphasizing that, whilst staff have access to the Head of the Office for advice and consultation, ultimate responsibility for staff management remains with supervisors.

Gladys Mutangadura, Human Resources Officer



Nathalie Ndongo-Seh, UNOAU Chief of Staff

UNOAU staff proposed that a mechanism for anonymous submission of staff complaints be created and awareness be increased about the informal dispute management framework to forestall unnecessary escalation of workplace disputes and conflicts. Staff were urged to watch the Inside the Blue video and to take the mandatory training in ethics, abuse of authority, sexual exploitation and abuse, as well as sexual harassment at the workplace.

Recommendations

- UNOAU should be guided by:
 - the primacy of politics, including in joint conflict analysis, horizon scanning, and AUPSC-UNSC relations;
 - the gradual recalibration/gradual shift of focus from operational support to the AU to institutional capacity building;
 - UNOAU acting as a 'conduit' of developments at the AU to UNHQ and vice versa, with minimal operational support/capacity substitution;

Depersonalisation of institutional differences.
- A UN-AU retreat that will take an in-depth introspection of the status of the partnership to be organized asap;
- All UNOAU staff should consider themselves "Goodwill Ambassadors" of the AU/UN partnership;
- PIO to circulate/disseminate corporate guidelines on the use of new media while staff should systematically document formal engagements, including with photographs for use in public information products;
- UNOAU should:
 - increase awareness on internal informal dispute resolution mechanisms;
 - set up points for anonymous feedback and complaints in the Office
- Staff shall complete all mandatory training courses, and view UN Inside the Blue video.

Closing Remarks: Strategic Guidance by the SRSG



*UNOAU SRSG and Head of Office,
Haile Menkerios*

The SRSG outlined his vision for the UNOAU as a ‘conduit’ for strengthening the strategic partnership between the AU and UN in the area of peace and security in Africa, including joint analysis and development of a common understanding of conflict situations, to conflict prevention, peacekeeping and peacebuilding. The main priority in 2016/2017 will be the conclusion of the Draft Framework for Enhanced AU-UN Partnership in peace and security.

The SRSG explained the restructuring process, emphasizing that he takes ultimate responsibility for the process. He informed that the proposals submitted for consideration of the legislative bodies addresses redundancies and the need to address the increasing demands on the Office. The Office will explore the possibility of absorption of affected staff within the UN system.

The SRSG urged staff to adopt a pragmatic approach in the partnership with the AU and called for the depersonalisation of institutional differences. He pointed out that UNOAU’s work is a challenging pioneering undertaking not for the faint-hearted. He cautioned it will thus be fraught with peaks and troughs, but emphasised that ‘We are the future, this partnership is the future’.

Annexes

Annex 1:

Concept note - UNOAU Strategic Retreat

Background: UNOAU and the evolving UN-AU Partnership

UNOAU was established in 2010 to advance the partnership in peace and security between the United Nations and the African Union. Reporting to three Departments at Headquarters (DPA, DPKO, DFS), UNOAU engages the AU on peace and security issues over the entire conflict life-cycle. Over time, the UN-AU partnership has grown from a series of specific interactions to a more structured and sustained strategic partnership.

In 2012, the UN Security Council Resolution 2033 (2012), called on the Secretary-General to “maintain close consultations with the AU and RECs on peace and security”, and pledged support for “further interaction between the UN Secretariat and the AU Commission (AUC) to exchange information, and, coordinate in the preparation of recommendations, including through joint assessments.” **Security Council resolution 2167 (2014)** reiterated a “determination to take effective steps to further enhance the relationship between the UN and regional, and sub-regional organizations, in particular the AU.”

In 2013, the UN General Assembly resolution 67/302 (2013), asked the UN system “to intensify its assistance to the AU, as appropriate, in strengthening the African Peace and Security Architecture” and to “improve effectiveness and efficiency of cooperation” between the organizations. In addition, the **Report of the High-Level Independent Panel on Peace Operations**, also embraced the principles of early engagement, ongoing consultation, common understanding of conflicts, joint planning, and an integrated approach throughout the conflict cycle. It further emphasized the need for a partnership grounded on a clear division of labor based on respective comparative advantages.

Accordingly, and in the spirit of the **Joint Framework for an Enhanced Partnership in Peace and Security**, UNOAU has strengthened its capacity since 2014, enabling regular horizon scanning activities with the AU Commission, the sharing of analysis, development of common messages and, where possible, harmonization of preventive diplomatic and mediation efforts.

UNOAU underwent a **Strategic Review in 2013**, and a **Civilian Staffing Review in 2015**, both carried out jointly by DPA/DPKO/DFS, in consultation with the AU Commission and Member States. The Strategic Review recommended that both the management and the political components of the Office be strengthened to enable UNOAU to more effectively engage, support and backstop efforts, both within UNHQ and more broadly, to enhance conflict prevention, peacekeeping and peacemaking capacities. In line with the recommendations of the Strategic Review, the Civilian Staffing Review recommended a restructuring of the Office.

Purpose of the Retreat

The retreat is coming at a moment of transition for the two organizations, which UNOAU seeks to unite: the UN System, chiefly the Secretariat, and the African Union. Transitions, such as changes in leadership and funding structures, often provide challenges and opportunities.

It is to be recalled that an earlier UNOAU retreat took place in November 2010, gathering the UN and AU in an effort to explore alignment between their respective structures and agree on means to strengthen cooperation. The UNOAU was in an “introductory phase” at the time, as a newly created entity. The recommendations arising from this retreat have largely been institutionalized and surpassed (with the exception of predictable funding for AU Operations), and the outcome report is thus largely obsolete.

Against this backdrop, the strategic retreat will provide an opportunity for UNOAU and selected external interlocutors to reflect on the Office’s mandate, its accomplishments, and its future proposed trajectory and the resources necessary to achieve its goals.

Expected Outcomes

By the end of the retreat, participants will have taken stock of achievements and shortcomings since the office was established, and understood UNOAU mandate and the SRSG’s intent; they will have paved the way for extensive consultations to be carried out with UNHQ and senior external stakeholders in the course of the incoming UNOAU comprehensive review;

Participants will leave with a better understanding of individual and divisional responsibilities and a coherent approach to both strategic and operational engagement with the African Union;

Importantly, the strategic retreat will also provide a rare and welcome opportunity for colleagues to think outside the box and to engage in teambuilding exercises, as the retreat will provide a forum for a 2-way communication (top-down and bottom-up) and foster a greater common ownership - as a team of agreed courses of action.

Dates and format: the retreat will take place from 2-3 September 2016, including a plenary with external partners and a closed session with UNOAU staff only.

Venue: Hotel Ellily

Attendees: Guest/external partners, UNOAU HoO/SRSG, Chief of Staff, Heads or Acting Heads of PAS, APAS, OPAS, PIO, Administrative Officer/Support, all UNOAU staff (OSESS presence to be considered).

Annex 2

Agenda and Schedule

UNOAU 2016 Retreat - Agenda

Day 1: Friday 02 September

Time	Item	Focal Point
0900 - 0915	Registration	o/COS
0915 - 0930	Purpose/objectives of the retreat & procedural matters	COS
0930 - 1000	Welcome remarks & Strategic Vision	SRSG
1000 - 1015	Coffee break	All
1015 -1230	A critical review of the AU-UN partnership in peace and security (by the African Union) Presentations & discussions on the “ <i>Strengths, weaknesses and challenges of the UN-AU partnership in peace and security, and way forward</i> ” <ul style="list-style-type: none"> • AUDPA • AUPSD • PSOD • Office of the Chairperson 	AUC Officials
1230-1330	Lunch	All
1330-1345	Other Partners’ session: SRSG Welcome	SRSG
1345-1530	Partner Outline expectations of UNOAU and Partnership <ul style="list-style-type: none"> • EU • P5 (US, UK, Russia, China and France) • Canada • A3 (Angola, Egypt and Senegal) • Ethiopia • Luxemburg • New Zealand • Sweden • Turkey 	Partners
1530-1545	Coffee break	All
1545-1700	Discussion and Consolidation of Day 1	COS UNOAU

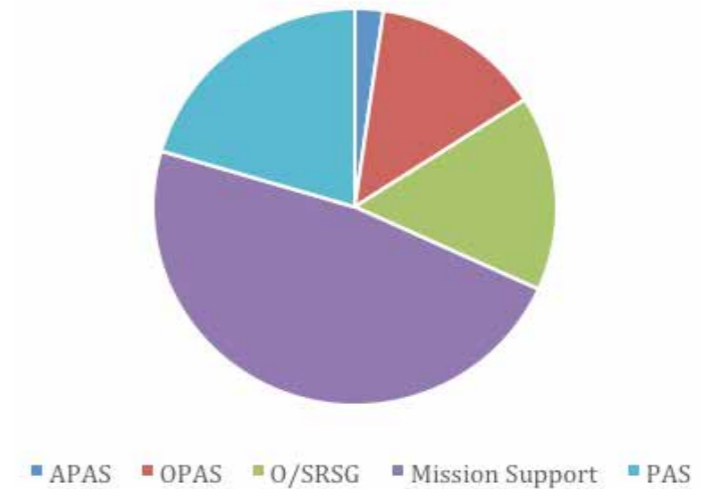
Day 2: Saturday 03 September

Time	Item	Focal Point
0900-0915	Opening and recap of Day 1	SRSG
0915-1015	UNOAU Sections Presentations OPAS and PAS	Section Chiefs
1015-1030	Coffee break	All
1030 - 1130	UNOAU Sections Presentations APAS and Mission Support	Section Chiefs
1130 - 1200	UNOAU Public Information Strategy	PIO
1200 -1300	Conflicts at the workplace	HR and CoS
1300-1400	Lunch	All
1400-1500	Debrief, key outcomes and 2016/2017 priorities	Section Chiefs
1500-1515	Coffee break	All
1515-1600	Feedback on the retreat and wrap up	COS UNOAU
1600	Closing remarks	SRSG

Annex 3

Breakdown of participation:

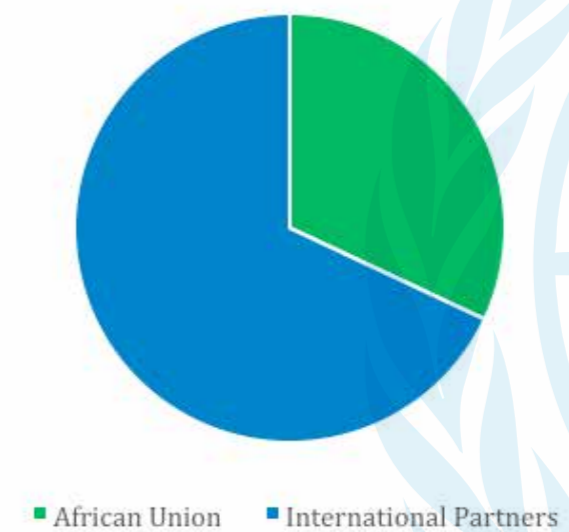
UNOAU Attendance per Section



UNOAU’s total attendance was 42 individuals, or 74.6% of total staff.

The African Union Commission sent 8 participants, while Member States and the European Union sent 17, for a total of 25 external participants.

External Participation



Annex 4

List of participants:

Name	Position	Organizations/Embassies
African Union Commission - AUC		
Sivuyile Bam	AUPSD/ Head, Peace Support Operations Division	AUC
Sarjoh Bah	Head, Conflict Management and Post Conflict Reconstruction Division	AUC
Lt. Col. Vincent Gnamolende Representing Maj. Gen. Okell	AUPSD/ Peace Support Operations Division	AUC
Col. Achamyelesh Kifle Representing Col. Mbow	Mission Support	AUC
Musifiky Mwanasali	Special Advisor, Office of the Chairperson	AUC
Fiona Lortan	AU PSD/ AU Focal Point for the UN Partnership	AUC
Jide Okeke	AUPSD/ Peace Support Operations Division/ Head of the Policy Development Unit	AUC
Diplomatic Missions / Embassies		
H.E. Kuang Weiling	Ambassador	Embassy of China Member of the UN Security Council
Mr. Wang Ming	Counsellor for AU Affairs	Embassy of China
Aymeric Lorthiois	2 nd Counsellor, AU Advisor	Embassy of France Member of the UN Security Council
Jason Grimes	Deputy Permanent Representative	UK Representation to the AU
Chris Barker	2 nd Secretary, Political, AU Affairs,	British Embassy
Malick Ndao	Counselor	Embassy of Senegal
Daniel Yilma	Diplomat	Ethiopian Mission to the AU
Hossam Bassiouni	Counselor	Embassy of Egypt
Sayonara Nualubamba	Counsellor	Embassy of Angola
Marie-Josée Charbonneau	Counsellor, AU Affairs	Embassy of Canada
Eric Muller	2 nd Secretary, AU Affairs	Embassy of Luxembourg
Paul Rainier	Charge d'Affaires	Embassy of New Zealand
H.E. Jan Sadek	Ambassador	Embassy of Sweden
Sara Strandell Dalius	Counselor	Embassy of Sweden
Col. Jacques Deman	Military advisor	European Union to the AUC
Thorsten Clausing	Advisor	European Union to the AUC

United Nations Office to the African Union - UNOAU		
Haile Menkerios	Special Representative of the Secretary-General	UNOAU
Nathalie Ndongo-Seh	Chief of Staff	UNOAU
Simon-Pierre Nanitelamio	Chief Electoral Officer	UNOAU
Nicholas Shalita	Chief, Political Affairs Section	UNOAU
Nicolas Newhouse	Planning Officer	UNOAU
Seraphine Toe	Public Information Officer	UNOAU
Bethlehem Tesfaye	Personal Assistant to the SRSG	UNOAU
Margaret Maina	Administrative Assistant	UNOAU
Astrid Evrensel	Political Affairs Officer – Electoral	UNOAU
Diana Baker	Political Affairs Officer	UNOAU
Amy Scott Hill	Political Affairs Officer	UNOAU
Johnstone Oketch	Political Affairs Officer	UNOAU
Siril Herseth	Associate Political Affairs Officer	UNOAU
Yume Sato	Associate Political Affairs Officer	UNOAU
Betelhem Habtemariam	Administrative Assistant	UNOAU
Andrzej Grzelka	Logistics/COE Planner	UNOAU
Bababunmi Aboyade-Cole	Police Planning Officer	UNOAU
Stefano Failla	Security Sector Reform Officer	UNOAU
James Amenyah	Military Logistics Planning Officer	UNOAU
Joshi Pankaj	Military Planning Officer	UNOAU
Edward Kimosop	Military Planning Officer	UNOAU
Francis Mumbey-Wafula	Administrative Officer	UNOAU
Hanna Kebede	Administrative Assistant	UNOAU
Gladys Mutangadura	Human Resources Officer	UNOAU
Catherine Najuana	Human Resources Assistant	UNOAU
Tseday Gulilat Tessema	Human Resources Assistant	UNOAU
Nafissatou Garba	Finance and Budget Officer	UNOAU
Godelive Nibayubahe	Finance Assistant	UNOAU
Spes Nshimirimana	Finance Assistant	UNOAU
Selamawit Legesse	Finance Assistant	UNOAU
Seblework Gessesse	Finance Assistant	UNOAU
Killmore Madzivadondo	CITS Officer	UNOAU
Sheik Badhusha	IT Assistant	UNOAU
Ali Ismael	Telecom Assistant	UNOAU
Seble Abebe	Administrative Assistant	UNOAU
Zebenay Gebreyes	Transport Assistant	UNOAU
Jemal Hamdgiba	Driver	UNOAU
Berehane Zeray	Driver	UNOAU
Romi Tabak	General Service Assistant	
Surkadis Sisay	Office Support Assistant	UNOAU
Mulugeta Abraham	Facilities Management	UNOAU
Patricia Shitumba	Security Officer	UNOAU

Annex 5

Feedback on the Retreat

At the end of the retreat, participants were asked to provide feedback on their experience, rating on a scale from 1 to 5 the following aspects:

Overall	4.04
Presentations	3.93
Discussions	4.00
Partnership with AUC	3.93
External partners	3.62
Internal session	3.89
Facilities	4.11
Catering	4.15
Service	4.00
Organization / Facilitation	4.33

Contact persons

UNOAU Chief of Staff: Nathalie Ndongo-Seh (*email: ndongo-seh@un.org*)

Writers:

Johnstone Oketch: *Political Affairs Officer - PAS*

Seraphine Toe: *Strategic Communication Officer - PIO*

Pankaj Joshi: *Military Planner - OPAS*

Line Holmung Andersen: *Best Practices/Reporting Officer - OPAS*



Address: UNOAU Menelik II Avenue; UNECA compound NOF building; 5th & 6th floors;
Tel.: +251 115442275; Fax 251 11511652; P. O. Box: 1357; Addis Ababa-Ethiopia

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