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THE AFRICAN STANDBY FORCE  
DRAFT MAPUTO STRATEGIC WORK PLAN  
(2016-2020)

**Version 1.5**

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## REFERENCES

- A. Constitutive Act of the African Union (July 2000)
- B. Protocol Relating to the Establishment of the Peace and Security Council of the African Union (July 2002)
- C. 50<sup>th</sup> Anniversary Solemn Declaration adopted at the 21<sup>st</sup> Ordinary Session of the Assembly of Heads of State and Government (2013)
- D. African Agenda 2063: The Africa We Want
- E. 26<sup>th</sup> Summit Decision of the AU Assembly of Heads of State and Government (January 2016)
- F. African Peace and Security Architecture Roadmap (2016-2020)
- G. African Governance Architecture
- H. Silencing The Guns by 2020, Owning the Future (2014)
- I. Policy Framework for the Establishment of the African Standby Force and the Military Staff Committee.
- J. African Union Policy for Policing in Peace Support Operations endorsed by African Chiefs of Police in Algiers (Draft 2015)
- K. Roadmap III was adopted by the 5th Ordinary Meeting of the Specialized Technical Committee on Defence, Safety and Security (STCDSS), held in Addis Ababa, on 26 October 2011, and subsequently approved by the 20th Ordinary Session of the Executive Council, held in Addis Ababa, from 23 to 27 January 2012
- L. Declaration of the 8<sup>th</sup> Ordinary Session of the STCDSS (May 2015)
- M. Declaration of the Second Extraordinary Session of the STCDSS (January, 2016)
- N. Report of the Independent Panel of Experts on the Assessment of the African Standby Force and Action Plan for Achieving Full Operational Capability (December 2013)
- O. Report of the UN High-level Independent Panel on Peace Operations on uniting our strengths for peace: politics, partnership and people (2015)
- P. Revised Roadmap on the African Peace and Security Architecture (2015)
- Q. African Standby Force and African Capacity for the Immediate Response to Crises Revised Roadmap (June 2014 - December 2015)
- R. Evaluation Report on the Conduct of the AMANI II Field Training Exercise (December 2015)
- S. Report of the African Action Review on the Conduct of the AMANI II Field Training Exercise (April 2016)

## I. INTRODUCTION

1. Article 2 (1) of the *Protocol Relating to the Establishment of the Peace and Security Council of the African Union* (hereinafter called the Protocol) states that, the Peace and Security Council of the African Union (hereinafter called the PSC) was established pursuant to Article 5(2) of the Constitutive Act, as a standing decision-making organ for the prevention, management and resolution of conflicts. The PSC is a collective security and conflict management arrangement to facilitate timely and efficient response to conflict and crisis situations in Africa. Article 2 (2) of the Protocol provides that the PSC shall be supported by the Commission of the AU, a Panel of the Wise (PoW), a Continental Early Warning System (CEWS), an African Standby Force (ASF) and a Special Fund (hereinafter called the Peace Fund).

2. The ASF is established under Article 13 (1) of the Protocol, as a standby multidisciplinary mechanism composed of civilian (and police) and military components in their countries of origin and ready for rapid deployment at appropriate notice. The ASF is an enabling mechanism for the PSC to perform its responsibilities with respect to the deployment of (i) peace support missions and (ii) interventions pursuant to Article 4 (h) of the Constitutive Act, regarding the right of the African Union (AU) to intervene in a Member State pursuant to a decision of the Assembly in respect of grave circumstances, namely war crimes, Genocide and crimes against humanity, and Article 4 (j) of the Constitutive Act, regarding the right of Member States to request intervention from the AU in order to restore peace and security. The AU Constitutive promotes the principle of non-interference in the internal affairs of Member States, except in crisis situations described under Article 4 (h) and (j) of the Constitutive Act.

3. The ASF is also an integral component of the African Peace and Security Architecture (APSA), of which the PSC is the nucleus or the central coordinating organ. APSA is the overall institutional mechanism of the AU in the prevention, management, response and resolution of crisis situations in Africa. In this regard, the ASF is expected to serve as an implementation mechanism in support of the PSC to discharge its statutory responsibilities to prevent, manage, respond and resolve crisis situations in Africa.

4. Article 13(2) of the Protocol empowers AU Member States to take steps to establish ASF standby contingents for participation in peace support missions decided by the PSC or intervention authorized by the Assembly. The Protocol also provides for the composition, mandate, functions and chain of command of the ASF.

5. Under Article 13 (2) of the Protocol, the AU is also required to establish and review standard operating procedures to determine the strength and types of ASF contingents, their degree of readiness and general location, depending on the prevailing crisis and conflict situations. Article 16 of the Protocol defines the relationship between the AU and Regional Mechanisms in the prevention, management and resolution of conflict. The Regional Mechanisms are part of the overall security architecture of the Union, which has the primary responsibility for promoting peace, security and stability in Africa. In this respect, the PSC and the Chairperson of the AU Commission are required to (i) harmonize and coordinate the activities of Regional Mechanisms in the field of peace, security and stability to ensure that these activities are consistent with the objectives and principles of the AU, and to (ii) work closely with Regional Mechanisms, to ensure effective partnership between them and the PSC

in the promotion and maintenance of peace, security and stability. The modalities of such partnership shall be determined by the comparative advantage of each and the prevailing circumstances.

6. The ASF is one of the key tools that the PSC or the Assembly shall utilize to support the achievement of strategic political and peace processes, hence in its response approach to conflict prevention, management and resolution, the ASF shall recognize the primacy of politics at all stages of its operations in the mission area. This is critical to address the root causes of the conflict, in line with paragraph E and F of the 50<sup>th</sup> Anniversary Solemn Declaration adopted by the Assembly in May 2013.

7. It is against this backdrop that efforts have been made, through training, planning, policy development, resource mobilization, in the operationalisation of the ASF. Since the inauguration of the concept to establish the ASF was initiated in 2003, three Roadmaps have been developed to guide the operationalization of the ASF. The first was developed in 2005, which sought to develop base documents for the establishment of the ASF. The second consolidated the progress made and validated the concept of the ASF through a continental field Exercise, AMANI AFRICA I in 2010. It was as a result of the conduct of this Exercise that the ASF was declared as having attained Initial Operational Capability (IOC). Subsequently, a Roadmap III was developed to provide further guidance for the consolidation of the gains made in the development of the ASF and offer direction on processes and activities for ensuring its Full Operational Capability (FOC) by 2015. Among other things, Roadmap III identified training, the strengthening of institutional structures and management capabilities, the development of procedures for political decision making and mission planning, the development of the requirements for a logistics base, legal and financial frameworks as being pre-requisites for the attainment of FOC.

8. Roadmap III was adopted by the 5<sup>th</sup> Ordinary Meeting of the Specialized Technical Committee on Defence, Safety and Security (STCDSS), held in Addis Ababa, on 26 October 2011, and subsequently approved by the 20<sup>th</sup> Ordinary Session of the Executive Council, held in Addis Ababa, from 23 to 27 January 2012. Following the adoption and approval, the AUC and the RECs/RMs were tasked to ensure the timely implementation of the provisions contained therein, so that the ASF may attain FOC by 2015.

9. Pursuant to the decision of the 20<sup>th</sup> Ordinary Session of the African Union (AU) Heads of State and Government held in Addis Ababa on 27–28 January 2013, and the 9<sup>th</sup> Ordinary Meeting of the STCDSS held in Addis Ababa on 30 April 2013, the Chairperson of the African Union Commission authorised an assessment of the progress made towards the Operationalisation of the ASF by an Independent Panel of Experts. Following from the recommendations and the Plan of Action proffered by the Independent Panel of Experts on the ASF, Roadmap III was revised (June 2014 to December 2015) in order to facilitate the FOC of the ASF.

10. In 2013, the Chairperson of the AU Commission convened an Independent Panel of Experts, led by Professor Ibrahim Gambari, to assess the ASF and develop a plan of action for achieving full operational capability (FOC) by 2015. The Panel conducted an assessment of all the Regional Planning Elements as well as the AU Commission itself. In its report (Gambari Report), the Panel made a number of key findings and recommendations to achieve FOC and to address logistics, financial and capacity challenges of the Police and Civilian Components.

11. The RECs/RMs have also made significant progress towards the attainment of Full Operational Capability of the ASF. Some of the highlights of their achievements are as follows:

- i. **Eastern Africa Standby Force (EASF):** In November 2014, the EASF conducted a Command Post Exercise (CPX) aimed at exercising a multidimensional Mission Headquarters in planning and deployment of the EASF. Subsequently, an FTX was conducted in Nazareth, Ethiopia in December 2014, which facilitated the declaration of EASF having attained FOC.
- ii. **Economic Community of Central African States (ECCAS):** In October 2014, during its FTX “Loango 2014”, held in Congo, ECCAS recommended the declaration of FOC of its force.
- iii. **Economic Community of West African States (ECOWAS):** Drawing from its lessons learned on the deployment of the African-led International Support Mission in Mali (AFISMA), ECOWAS announced the establishment of a Special Standby Two-Battalion rapid response Force, ready to intervene within thirty days in any complex emergency within its region.
- iv. **North African Regional Capability (NARC):** Despite the challenges, it has ensured continuous and consistent participation in ASF activities including contribution in the AMANI Africa II FTX.
- v. **Southern African Development Community (SADC):** The SADC Standby Force and its RDC was tested during the AMANI Africa II exercise, as part of efforts toward attaining FOC of its force.

12. Partnership especially with the UN will remain an important pillar in the enhancement of the ASF. In 2014, the UN Secretary General convened a High-level Independent Panel on Peace Operations led by José Ramos-Horta, to undertake a thorough review of current nature of prevailing nature of UN peace operations and the emerging needs of the future. The Panel took a comprehensive look at how UN peace operations could continue to contribute to the prevention and resolution of conflicts and be best designed and equipped to deal with the challenges of tomorrow. The Panel engaged widely with key stakeholders, including the African Union. In its report, the Panel made a number of concrete recommendations that include strengthening partnerships with stakeholders such as the African Union in future peace operations, ensuring the primacy of politics, AU-UN Strategic partnership in the deployment of peace support operations and strengthening conflict prevention and early warning. All these aspects will add value to the operational readiness of the ASF.

13. In addition, a crucial aspect of validating the full operational readiness of the ASF was the conduct of the AMANI II Field Training Exercise (AA-II FTX). The AA-II FTX was held from 28 October to 8 November 2015 in Lohatla, South Africa and Addis Ababa, Ethiopia representing the locations of the operational and strategic headquarters respectively. This Exercise was a culmination of a series of training activities designed to assess AU structures as well as the Regional Planning Elements (PLANELMs) in their ability to plan, mandate, deploy, manage, sustain and recover first a Scenario 6 Rapid Deployment Capability (RDC) under Articles 4(h) and (j) of the Constitutive Act, and, second, to expand the deployment by mandating a Scenario 5 AU peace support mission.

14. Following the AA-II FTX, the second Extraordinary Meeting of the STCDSS held from 13 to 15 January 2016 in Addis Ababa, Ethiopia, to review the initial findings on the conduct of the AA-II FTX. Upon the recommendations of the African Chiefs of Defence Staff, the Second Extraordinary Session of the STCDSS declared that the ASF has attained FOC following successful conduct of the AA-II FTX and the confirmation of FOC attainment status by four RECs/RMs. The STCDSS Extraordinary Session also made several recommendations, including the need to continue to enhance the progress achieved in the ASF, through the development of a five-year Strategic Work Plan. It is against this background that this document has been developed to clearly identify priorities that should be undertaken in the next five-years in the collective efforts by the AU Member States, AU Commission and RECs/RMs to strengthen the operational readiness of the ASF.

15. In order to lay the strategic development path for the ASF, this Strategic Work Plan will benefit from the strengths and gaps identified in the implementation and evaluation of previous ASF Roadmaps. Most importantly, the ASF Strategic Work Plan will take into account the new and emerging realities in the areas of peace and security as well as peace operations in Africa, as well as strategic partnerships with key stakeholders to resolve conflicts in Africa.

## **II. STRATEGIC WORK PLAN METHODOLOGY**

16. This Strategic Work Plan draws heavily from existing documentations and decisions on the ASF. In this regard, efforts have been made to synthesize outstanding, ongoing or future activities contained in the revised Roadmap (June 2014 – December 2015), the APSA Roadmap (2016 -2020), relevant Declarations of the STCDSS, Evaluation Report on the AA-II FTX as well as the outcomes of the After Action Review of the AA-II FTX.

17. It is intended that this Strategic Work Plan will be a living document and therefore would be constantly reviewed against the progress made in the implementation of the strategic objectives and indicators set out in this document.

### **III. STRUCTURE OF THE STRATEGIC WORK PLAN**

18. Four main broad aspects will guide the ASF Strategic Work Plan namely:

- a. The Mandating or Political Decision making Process
- b. Force Preparation
- c. Force Employment
- d. Post-Force Employment.

19. The concept of “Force” in this document is defined in terms of the multidimensional nature of the ASF and therefore encapsulates civilian, police and military capacities.

	STRATEGIC OUTPUTS	OUTPUT INDICATORS	ACTION/PROCESS
<p>STRATEGIC OBJECTIVE 1:</p> <p><b>MANDATING AND POLITICAL DECISION MAKING PROCESS: Ensure that political and legal decision making mechanisms are clarified, harmonised and structured between specifically the AU and the RECs/RMs so as to enable more effective cooperation in the mandating, deployment and management of operations.</b></p>			
1.	<p>Political decision making guidance/processes and cooperation mechanisms for PSOs are developed, formally endorsed and utilized by the AUC RECs/RMs and Member States</p>	<ul style="list-style-type: none"> <li>- Development of guidelines and procedures aligned to current realities and developments especially on the role of the ASF in contemporary security threats, such piracy, armed rebellions, trafficking in narcotics and humans, extremism, transnational organized crime, cybercrime, genocide, crimes against humanity, war crimes, impunity, terrorism, etc.</li> <li>- AU , Member States and RECs/RMs formally endorse guidelines and procedures</li> <li>- Evidence that the entire system of actors systematically applies and references the guidelines and procedures for the purposes of political decision making</li> </ul>	<ul style="list-style-type: none"> <li>- AU, REC/RM, Member States Workshop to assess layers of decision making, implications for rapid employment of the ASF (and RDC), and to harmonise and streamline respective procedures and timeframes</li> <li>- Seek formal endorsement (at all levels as relevant) of agreed upon procedures and timeframes</li> <li>- Ensure planners and other relevant staff and stakeholders are utilized/oriented on decision making procedures and policies</li> </ul>
2.	<p>Decision making processes and procedures for PSOs of the AU, RECs/RMs and Member</p>	<ul style="list-style-type: none"> <li>- Establishment of clear procedures for decision making/mandating of</li> </ul>	<ul style="list-style-type: none"> <li>- Consultative meeting between AU, RECs/RMs and Member States to map</li> </ul>

	States utilized and streamlined	<p>missions</p> <ul style="list-style-type: none"> <li>- Full involvement and participation of civilian, police and military actors</li> <li>- RECs/RMs and Member States take specific decisions at the regional and national levels on the mandating and planning of AU led/mandated PSOs in accordance with collective decisions undertaken at the continental level</li> <li>- PSC and other relevant decision making authorities systematically adhere to established processes and procedures</li> </ul>	<p>out a decision making process which also assigns roles and responsibilities, sequencing and utilization of decision making procedures</p> <ul style="list-style-type: none"> <li>- Formal endorsement of agreed processes/procedures</li> </ul>
3	Legal arrangements and procedures for the employment of the ASF by the AUC and RECs/RMs concluded and agreed upon	<ul style="list-style-type: none"> <li>- Existence of approved legal arrangements and procedures for PSOs</li> <li>- All relevant stakeholders are adequately utilized on the legal requirements and arrangements</li> </ul>	<ul style="list-style-type: none"> <li>- Conduct workshop to develop legal framework for the ASF (to include relevant templates of legal documentation as required for operations)</li> <li>- Develop a joint AU – REC/RM MOU for the employment of the ASF</li> <li>- Ensure full endorsement of legal frameworks at all levels as relevant (AUC, RECs/RMs, Member States)</li> <li>- Ensure utilization and/or training of legal frameworks and arrangements for</li> </ul>

			<p>all relevant personnel, including Legal Officers at the AU, RECs/RMs and existing missions</p> <ul style="list-style-type: none"> <li>- Review legal arrangements for on-going missions with view to aligning these with revised arrangements and procedures</li> </ul>
4.	Concepts of cooperation, coordination and collaboration clearly defined and agreed upon by AU, RECs/RMs and Member States	<ul style="list-style-type: none"> <li>- Existence of a strategy document that highlights guiding principles and expected results from coordinating the work</li> <li>- Evidence that this strategy document highlights and clarifies key coordination components and procedures</li> <li>- Agreement between the AU and RECs/RMs to use this strategic document as a basis for future deployment of operations</li> </ul>	<ul style="list-style-type: none"> <li>- Dialogue sessions between AU and RECs/RMs on the definition of coordination;</li> <li>- Agreement to develop a strategy document making the concept of coordination operational;</li> <li>- Drafting of the strategy document</li> <li>- Establish clear coordination mechanisms</li> </ul>
5	Harmonized policies, guidelines and standard operating procedures for AU PSOs put in place are shared with the RECs/RMs and Member States	<ul style="list-style-type: none"> <li>- AU and RECs/RMs are able to work together in a more predictable manner</li> <li>- AU and RECs/RMs are able to standardize approaches and systems.</li> </ul>	<ul style="list-style-type: none"> <li>- Dialogue sessions between AU and RECs/RMs and member states on the types of policies and standard operating procedures that need to be utilized</li> </ul>
6	Existence of an adequate monitoring system for following-up on implementation	<ul style="list-style-type: none"> <li>- The monitoring system clearly highlights the different types of information that need to be collected,</li> </ul>	<ul style="list-style-type: none"> <li>- Development of the monitoring system;</li> <li>- Management decision to allocate staff to</li> </ul>

		<p>documented and analysed;</p> <ul style="list-style-type: none"> <li>- The monitoring system establishes clear responsibilities for performing monitoring tasks;</li> <li>- The monitoring system is closely linked to management decision processes.</li> </ul>	<p>specific monitoring functions;</p> <ul style="list-style-type: none"> <li>- Common AU and RECs/RMs and member states monitoring missions</li> <li>- Common AU and REC/RMs and member states monitoring meetings</li> </ul>
<p><b>FORCE PREPARATION PHASE</b></p> <p><b>STRATEGIC OBJECTIVE 2</b></p> <p><b>FORCE PREPARATION: to ensure that all ASF civilian, police and military components have the requisite skills and capabilities that will facilitate their deployment in high-intensity operations as well as in traditional multidimensional peace support operations.</b></p>			
7.	<p>Develop and update policies, procedures and other guidance for planning, deployment, management, sustenance and liquidation of PSOs available and utilized by the AU and RECs/RMs as well as ensure that capacities of the Planning Elements are enhanced.</p>	<ul style="list-style-type: none"> <li>- Evidence that all ASF policy documents are updated in light of recent PSO experiences</li> <li>- Development of planning guidelines and procedures taking into account existing realities and constraints</li> <li>- The AU formally endorses planning, guidelines and disseminates internally, ensuring orientation of all planners and other Commission stakeholders as relevant (HR, Finance, Procurement, Legal etc.)</li> </ul>	<ul style="list-style-type: none"> <li>- Mapping of all required systems, policies, procedures and guidance with view to determining gaps and/or status</li> <li>- Develop comprehensive action plan for addressing gaps, ensuring responsibilities and timeframes are assigned</li> <li>- Ensure all ASF policy documents are reviewed and forwarded for formal endorsement</li> <li>- Workshop to review/refine of the AU Aide Memoire on PSO planning and decision making</li> </ul>

			<ul style="list-style-type: none"> <li>- Submission of the Aide Memoire for formal endorsement by relevant principals</li> <li>- Ensure all planners and AU staff are sufficiently oriented to the Aide Memoire and able to apply it consistently</li> <li>- Encourage RECs/RMs to develop similar guidance which to the degree possible/logical aligns with AU guidance</li> <li>- Required training is provided to enhance capacity</li> <li>-</li> </ul>
8.	Human resource capacity of Planning elements are enhanced to the required levels	<ul style="list-style-type: none"> <li>- Planning elements have sustainable mid-term human resource plans and strategies</li> <li>- Planning elements are staffed at the required levels</li> <li>- Detailed TOR are developed for all posts within planning element structures</li> <li>- Skills assessments are conducted on a regular basis, and human resource plans are adjusted accordingly</li> <li>- Training needs assessments are conducted, and targeted training is provided to address training needs</li> </ul>	<ul style="list-style-type: none"> <li>- Development of human resource plans and strategies and approval thereof</li> <li>- Post and staffing assessment conducted</li> <li>- Adjustment of TOR for all posts based on outcomes of assessments and human resource plans</li> <li>- Review human resource structure as necessary to enhance reporting relationships and work flows</li> <li>- Conduct of skills assessments</li> <li>- Conduct of training needs assessments</li> <li>- Recruitment of personnel</li> </ul>
9.	Capabilities of Continental and Regional PLANELMs as well as pledged capabilities	<ul style="list-style-type: none"> <li>- The PSOD and regional PLANELMs are fully staffed, trained and equipped</li> </ul>	<ul style="list-style-type: none"> <li>- Conduct of periodic physical assessment of Continental and regional PLANELMs.</li> </ul>

	are enhanced	<p>for planning, deploying and liquidating peace support operations.</p> <ul style="list-style-type: none"> <li>- All pledged capabilities from Member States are in accordance with AU approved Table of Equipment (ToE) and are deployable.</li> </ul>	<ul style="list-style-type: none"> <li>- Conduct bi-annual physical verification and assessment of pledged capabilities of Member States pledged capabilities.</li> <li>- Initiative capacity building programmes for the enhancement of ASF capabilities through the RECs/RMs.</li> </ul>
10.	Support the North African Regional Capability (NARC), and other Regional Standby Forces (as required) in the enhancement of policies, planning, training, human resources and mission support capabilities	<ul style="list-style-type: none"> <li>- All policy and planning documents are reviewed and standardised in accordance with the ASF guidelines</li> <li>- Training directives are standardised</li> <li>- All pledged capabilities are verified</li> <li>- Enhanced capacities of planning elements</li> </ul>	<ul style="list-style-type: none"> <li>- Conduct periodic verification and assessment exercises of planning elements.</li> <li>- Support the review of policies and training standards of NARC Planning element</li> <li>- Recruitment of personnel</li> </ul>
<p><b>STRATEGIC OBJECTIVE 2.1</b>  <b>Critical mission support systems and mechanisms for strategic lift and movement of personnel and assets, effective C3IS capabilities, as well as robust financial, administrative and logistics policies and processes for deployment and management of operations are functional</b></p>			
11.	The AU has a robust strategic lift concept for PSOs	<p>Existence of formal agreements concluded between AU and its Member States and partners on support to the provision of strategic lift, and CMCC/RMCC, for AU PSOs</p> <ul style="list-style-type: none"> <li>- Existence of agreements with private</li> </ul>	<ul style="list-style-type: none"> <li>- Conduct assessment of strategic lift and CMCC/RMCC infrastructure and capabilities at continental and regional levels</li> <li>- AU, REC/RM Workshop to review and finalise ASF strategic lift concept (considering especially possibility for pre-</li> </ul>

		contractors for ASF strategic lift capabilities	<p>approved contracts for strategic lift capabilities)</p> <ul style="list-style-type: none"> <li>- Develop action plan for strategic lift, and CMCC/RMCC for AU PSOs</li> <li>- Submit finalized concept and implementation plan for consideration and formal endorsement by political principals</li> </ul>
12.	A sufficiently functional continental C3IS system for the purposes of African peace support operations established.	<ul style="list-style-type: none"> <li>- Evidence that the AU has in place a robust and effective C3IS architecture for its PSOs</li> <li>- Existence of CIS connectivity and C2 capability between the strategic HQ in Addis and the RECs/RMs PLANELMs and PSOs</li> <li>- Existence of reliable expertise, funding and other resources for the optimum functioning of the C3IS system</li> <li>- Existence of guidelines and SOPs to support management of C3IS capabilities</li> <li>- Existence of trained and highly competent expert personnel for the management of routine and operational tasks and activities of the C3IS infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>- Development of a detailed strategy for enhanced and effective capabilities for information sharing and command and control of its PSOs</li> <li>- Review lessons and experiences on C3IS in past and ongoing PSOs</li> <li>- Undertake review of the continental C3IS architecture strategy</li> <li>- Develop of policies, SOPs and guidelines for interoperability</li> <li>- Workshop (AU, RECs/RMs, and partners as relevant) to review and validate the strategy</li> <li>- Develop a training (exercise) plan and schedule for testing and validating C3IS capabilities for PSOs</li> </ul>

			<ul style="list-style-type: none"> <li>- Facilitate training of highly competent expert personnel for the management of routine and operational tasks and activities of the C3IS infrastructure</li> <li>- Verification of the C3IS infrastructure</li> </ul>
13.	The CLB is established and operationalized and existence of sufficient level of field support mechanisms to support its operations	<ul style="list-style-type: none"> <li>- Establishment and operationalization of the ASF Continental Logistics Base to facilitate mission start-up</li> <li>- Existence of sufficient infrastructure, equipment, human capacity and other integral resources to ensure effectiveness and efficiency in its management of PSOs</li> <li>- Evidence that where AU will continue to rely on external support, it has the ability and capacity to effectively manage and report on that support</li> <li>- Existence of list of required stocks and equipment and determination on which are required in strategic reserve, and which will be sourced via pre-approved contracting arrangements</li> </ul>	<ul style="list-style-type: none"> <li>- Undertake a comprehensive technical assessment of logistics capabilities of RECs/RMs and Member States (with view also of identifying potential regional mounting bases)</li> <li>- Development of generic Tables of Equipment (TOE) for AU PSOs across all components (military, police and civilian)</li> <li>- Facilitate AUC-wide workshop on key mission support lessons learned in AU operations</li> <li>- Facilitate Workshop of the AU and RECs/RMs to review the logistics depot concept of the ASF for both the continental and regional levels</li> <li>- Revision of ASF mission support strategy (including ASF support manual and ASF logistics concept) ensuring it is fully integrated; and that it prescribes financial, administrative, procurement, human resource, engineering, communications and other structures, processes and</li> </ul>

			<p>procedures as relevant for the unique needs of PSOs</p> <ul style="list-style-type: none"> <li>- Submission of revised Mission Support concept for formal endorsement by AU, REC/RM and Member State Authorities</li> <li>- Facilitation of pre-approved contracts (for certain services and equipment), particularly for mission start-ups</li> </ul>
14.	The AU has enhanced cooperation with partners on predictable and flexible support for the ASF	<ul style="list-style-type: none"> <li>- Existence of formal agreements concluded between AU and its partners on support the ASF</li> <li>- Evidence of coordinated mission support requirements between the AU and multilateral/bilateral partners</li> </ul>	<ul style="list-style-type: none"> <li>- Conduct joint assessments with the AU to assess PSO requirements</li> <li>- Consultations with UN to agree on and develop MOU on use of Entebbe logistics depot for essential equipment and stocks etc. for the ASF and especially for mission start up purposes</li> <li>- Meetings and formal agreements with other core developmental partners to discuss ASF mission support and logistics approach and areas for support</li> <li>- Finalisation and implementation of the 2016 AU-UN Joint Taskforce Agreement on Cooperation in the Area of Peace and Security</li> <li>- Seek partners' support in the training, material management and other relevant areas aimed at enhancing ASF operations.</li> </ul>

15.	Establish an ASF Maritime Coordination Cell	<ul style="list-style-type: none"> <li>- Evidence of formal agreements between the AU and RECs/RMs on Maritime Coordination and Cooperation</li> <li>- Establish a Maritime Information Analysis Cell</li> </ul>	<ul style="list-style-type: none"> <li>- Develop appropriate procedures for the Maritime Coordination Cell</li> <li>- Recruitment of Staff</li> <li>- Acquisition of requisite equipment and necessary accessories</li> <li>- Develop SOPs for the implementation of the Maritime Information Analysis Cell</li> </ul>
<p>STRATEGIC OBJECTIVE 2.3:</p> <p><b>The ASF has sufficiently qualified and skilled capacities and capabilities (military, police and civilian) pledged/on standby and on the ASC Roster and adequately trained against operational realities and requirements with adequate (civilian) recruitment/deployment policies and processes in place that reflect the peculiarities of respective components.</b></p>			
16.	Generic and component mission specific Training directives, standards and requirements which meet operational requirements are developed by the AU	<ul style="list-style-type: none"> <li>- Issuance of generic and mission and component specific Training Directives and existence of training standards that are aligned to operational requirements</li> <li>- Issuance of Training Reports and Certification by Member States</li> <li>- Evidence that these standards are regularly reviewed, adjusted and disseminated to relevant stakeholders</li> <li>- Agreement between AU, RECs/RMs, training centres, training providers and partners on their roles in line with their levels of responsibilities as per the continental training architecture</li> </ul>	<ul style="list-style-type: none"> <li>- Drafting of training standards based on lessons learned from current operations</li> <li>- Dialogue forums on training standards with stakeholders</li> <li>- Support to training centres to enable them facilitate ASF training in line with AU strategic direction and guidance</li> <li>- Develop training modules with support from African training providers and other experts as relevant</li> <li>- Conduct training for all relevant stakeholders at the AU, RECs/RMs and field operations</li> <li>- Build capacity of Member States towards standardized generic and mission specific pre-deployment training.</li> </ul>

		<ul style="list-style-type: none"> <li>- Existence of a system for training evaluation, assessment, certification and verification</li> <li>- Evidence that training needs and requirements are regularly reviewed as against experiences and lessons</li> <li>- Continuation of the Training Centres Programme to facilitate support to training institutions to deliver and conduct training for the AU and ASF</li> </ul>	
17.	The AU has developed component specific instruments for individual and unit assessment, verification and certification of operational readiness standards	<ul style="list-style-type: none"> <li>- Existence of component specific individual and unit skills and capabilities assessment standard operating procedures</li> <li>- Component specific standardized AU and RECs and approaches for the assessment and verification of individual and unit skills and capabilities</li> <li>- Existence of pre-deployment assessment report for the specific mission to determine skills and capabilities required to deploy and conduct the operation in line with the mandate of the PSC</li> <li>- Deployment of individuals and units with the required mission specific skills and capabilities <ul style="list-style-type: none"> <li>- Acceptance by Member States and RECs of, and buy-in and adherence to, the component</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Development of component specific standard operating procedures for individual and unit assessment, verification and certification for deployment</li> <li>- Conduct of pre-deployment assessment visits to mission area</li> <li>- Conduct of component specific individual and unit pre-deployment assessment and verification and certification of capabilities</li> <li>- Continuous monitoring and evaluation of operations and performance to review and update the component specific skills and capabilities required during the various stages of the operations</li> </ul>

		specific individual and unit assessment and verification and certification standard operating procedures	
18.	The ASC Roster is populated with candidates as per the required standards contained in the Selection Guidelines Manual and other similar/relevant policy documents	<ul style="list-style-type: none"> <li>- Population of the database with suitable candidates</li> <li>- Adherence to the selection standards and criteria</li> <li>- Availability of a proportion of the candidates for deployment if required</li> <li>- Training and skills enhancement processes facilitated to prepare personnel for rapid deployment</li> </ul>	<ul style="list-style-type: none"> <li>- Awareness-raising by AU, RECs/RMs and member states of the ASC Roster</li> <li>- Roster recruitment drives</li> <li>- Outline training needs to bridge skills shortfalls</li> <li>-</li> <li>- Conduct of assessments of members of the roster to set standards</li> <li>- Recruitment simulation exercises</li> <li>- Conduct of training courses on the AU PSO course categories to facilitate skills enhancement of ASC personnel</li> <li>- Promotion of gender balance in the selection and recruitment of personnel, as appropriate.</li> </ul>
19.	The ASC Roster is utilised as the recruitment tool for deployments into field operations	<ul style="list-style-type: none"> <li>- Cooperation between user departments and HR departments on recruitment for operations</li> <li>- Utilisation of ASC Roster procedures for recruitment for operations</li> <li>- A pre-determined percentage of personnel are recruited from the roster</li> </ul>	<ul style="list-style-type: none"> <li>- Dialogue forums within AU and RECs/RMs between relevant departments on recruitment for field operations</li> <li>- Utilisation of roster systems and procedures for full recruitment cycle</li> <li>- Assessment of recruitment processes for operations, and generation of lessons learned</li> <li>- Utilisation of lessons learned in further</li> </ul>

recruitment cycles

STRATEGIC OBJECTIVE 3:

**FORCE EMPLOYMENT: The ASF must be enhanced to provide a more effective policy guidance, and support to ongoing AU mandated, or authorised peace support operations.**

20.	The Aide-Memoire in the planning and deployment of ASF operations, is fully adhered to as well as, strengthening Mission Management	<ul style="list-style-type: none"> <li>- Training and skills enhancement in the overall planning circle</li> <li>- Evidence of the adherence to AU planning process in the planning, deployment and liquidation of peace support operations</li> <li>- Overall and component specific policies, guidelines and standard operating procedures implemented</li> </ul>	<ul style="list-style-type: none"> <li>- Develop a concept of integrated planning and conduct of operations</li> <li>- Review ASF/mission documents and ensure that they are aligned with operational requirements.</li> <li>- Develop SOPs for monitoring and evaluation of the implementation of Mission's mandate</li> <li>- Implement AU Commission approved plans to support implementation of MIPs</li> <li>- Assess current mission management practices to ensure that they are in compliance with standing mission management directives and SOPs.</li> <li>- Propose remedial action to address under performance and to enhance executive of operational budget</li> <li>- Introduce bio-metric identification system for personnel in peace support operations.</li> </ul>
21.	Strengthen daily interactions and Strategic guidance with ongoing operations	<ul style="list-style-type: none"> <li>- Full establishment of the Peace Support Operations Centre (PSOC)</li> </ul>	<ul style="list-style-type: none"> <li>- Develop organisational and staffing structure as well as detailed equipment lists and other requirements for effective operationalisation of the PSOC.</li> </ul>

			<ul style="list-style-type: none"> <li>- Develop SOPs to guide staff in the discharge of assigned responsibilities in close collaboration with regional PLANELMs.</li> <li>- Conduct predictive analysis integration into the PSOC operations</li> </ul>
22.	Strengthened Information Sharing Capabilities	<ul style="list-style-type: none"> <li>- Policy on Establishment of intelligence/information capabilities in PSOs</li> <li>- Establishment of an information analysis capability for peace support operations</li> </ul>	<ul style="list-style-type: none"> <li>- Enhance the PSOD and Regional PLANELMs information analysis cell.</li> <li>- Review ASF SOP on intelligence operations</li> <li>- Develop guidelines on intelligence/information capability to achieve uniform standards between PSOD and PLANELMs</li> <li>-</li> <li>- Enhanced interface between Early Warning Systems and PLANELMs in actual and contingency planning for PSOs.</li> <li>- Enhance coordination between the PSOD and CEWS especially in the monitoring of situations in potential and ongoing conflicts.</li> </ul>
23.	Strengthened Awareness in the Adherence to International Humanitarian Law and Human Rights Law in Peace Support Operations	<ul style="list-style-type: none"> <li>- Evidence of a zero-tolerance against misconduct and abuse in the PSOs.</li> <li>- In-training of trainers as well as refresher courses in IHL and Human Rights Law</li> </ul>	<ul style="list-style-type: none"> <li>- Finalisation of the Policy on the Prevention of Sexual Harassment, Exploitation and Abuse and the Framework on Conduct and Discipline</li> <li>- Dissemination of Code of Conduct to all TCCs/PCCs, including in local languages.</li> </ul>

			<ul style="list-style-type: none"> <li>- Dissemination directives and guidelines for appropriate use of force and firearms to all PCCs including in local languages.</li> <li>- Dissemination of Rules of Engagement to all TCCs</li> <li>-</li> <li>- Enhanced coordination between the Pre-deployment Verification and Pre-deployment Training in order to promote greater adherence to IHL.</li> </ul>
24	Enhanced Gender Representation in Conformity with AU Gender Policy	<ul style="list-style-type: none"> <li>- Evidence of expected ratio gender representation in all policies, procedures and guidelines to ensure recruitment of qualified women affecting each component.</li> </ul>	<ul style="list-style-type: none"> <li>- Establish policies, procedures and guidelines for monitoring and evaluating the recruitment and deployment of qualified women</li> <li>- Encourage REC/RMs to develop similar documents</li> </ul>
<b>STRATEGIC OBJECTIVE 4:</b> <b>POST-FORCE EMPLOYMENT: Ensure that the transition and liquidation of AU PSOs are in accordance with ASF Policy Guidance</b>			
25	The AU has a standardised transition and liquidation guideline for peace support operations	<ul style="list-style-type: none"> <li>- Evidence that all SOPs or policy document on liquidation of AU PSOs are adhered to</li> <li>- Improved coordination between the AU/RECs and the UN in the transfer of authority process</li> <li>- Improved absorption and rehatting of uniformed and civilian personnel from AU PSOs to UN peacekeeping missions</li> </ul>	<ul style="list-style-type: none"> <li>- Develop SOP on transfer of authority from AU/RECs PSOs to UN/AU PKOs as appropriate</li> <li>- Develop accountability and functional standards for the rehatting of AU personnel to UN peacekeeping missions</li> <li>- Develop strategies for exit or transition</li> </ul>
26.	Welfare of personnel deployed for peace	<ul style="list-style-type: none"> <li>- Evidence that all AU PSO</li> </ul>	<ul style="list-style-type: none"> <li>- Award ceremony to all civilian and</li> </ul>

	<p>support operations are prioritised.</p>	<p>personnel are psychologically prepared to handle stress and rotated ones are properly re-integrated back in their home countries</p> <ul style="list-style-type: none"> <li>- Evidence that befitting insurance policies and medical services are provided to all personnel deployed for service in all AU PSOs.</li> </ul>	<p>uniformed personnel after a minimum of one year of service in all peace support operations.</p> <ul style="list-style-type: none"> <li>- Establishment of Counselling Units in all peace support operations to educate and enlighten all personnel deployed thereto on available psychological proactive measures to handle stressful situations as well as deal with episodes of post-traumatic stress disorder experienced by them.</li> <li>- Develop / Update policies, procedures and guidelines on insurance and medical services as appropriate for all personnel deployed to AU PSOs</li> </ul>
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