



**AU PEACE AND SECURITY DEPARTMENT
Peace Support Operations Division
ASF Civilian Dimension Implementation Plan**

April 07 – December 2008

Table of Content

<u>Line of Action</u>		<u>Page</u>
(1)	Integrated Missions Policies	2
(2)	Human Resources Policies	4
(3)	Gender Policy	7
(4)	HIV/AIDS Policy	7
(5)	Conduct and Discipline	8
(6)	Training	9
(7)	Capacity Building	15
(8)	Raising Awareness of the Civilian Dimension of the ASF	15

Peace Support Operations Division
AU/ASF Civilian Dimension Implementation Plan

April – December 2007

(1) Integrated Mission Planning Directive						
OUTPUTS	PRODUCT	PROCESSES	STAKEHOLDERS	APPROVAL PROCESS	IMPLEMENTATION ISSUES	BUDGET
1.1 Integrated Mission Planning Directive	Integrated Mission Planning Directive	<p>Develop draft directive</p> <p>Make use 4+ expert team:</p> <ul style="list-style-type: none"> • AU PSOD • DPKO IMPP • AMIS planning expert • AMISOM Planning expert <p>Task DPKO IMPP expert to draft directive in cooperation with AU PSOD, AMIS and AMISOM experts to ensure AU fit.</p> <p>Time: x 1 months</p>	<p>Develop in consultation with:</p> <ul style="list-style-type: none"> • AU PSD • AU PSOD • DITF/AMIS and other AU missions • Other relevant Depts of AU Commission • UN DPKO • RECs • AU Member States • International Partners 	<p>Submit draft to PSOD for review and comment.</p> <p>PSOD submit to Dir PSD</p> <p>Dir PSD submit to further AU approval processes, if required</p>	<p>Develop dissemination strategy to familiarise all stakeholders, especially existing missions, with new policy.</p> <p>Train all existing missions and ASF senior management and planning staff in new policy.</p> <p>Incorporate new policy into training material, especially for mission management, planning staff and induction training.</p> <p>This policy may have human resources implications.</p> <p>Process:</p> <ul style="list-style-type: none"> • Identify, select and commissioning team of experts: 2 months • Develop the draft planning directive: 1 month • Review by stakeholders: 1 month • Finalise: 1 month 	

					<ul style="list-style-type: none"> • Approval: 1 month at Dept level + • Monitoring: Require annual report from AU missions on utility of planning directive. <p>Evaluation:</p> <ul style="list-style-type: none"> • Internal evaluation of implementation and relevance of policy after first 6 months of every new missions and again after one year, and periodically thereafter. • External evaluation of directive after 2 of adoption of new policy and periodically thereafter.
<p>1.2 Mission Coordination SOPs</p>	<p>Standard Operating Procedures for Mission Coordination, including SOPs for:</p> <ul style="list-style-type: none"> • Mission Planning and Evaluation Cell (MPEC) • Mission Operations Centre (MOC) • Mission Analysis Cell (MAC) 	<p>Develop SOPs</p> <p>Make use 5+ experts:</p> <ul style="list-style-type: none"> • AU PSOD • DPKO IMPP • DPKO JMAC • DPKO JOC • AMIS planning expert • AMISOM planning expert <p>Task DPKO IMPP, JMAC and JOC experts to develop SOPs in cooperation with AU PSOD, AMIS and AMISOM to ensure AU fit.</p> <p>Time: x 6 months</p> <p>Sequencing: follow on from 1.1</p>	<p>Develop in consultation with:</p> <ul style="list-style-type: none"> • AU PSOD • DITF/AMIS and other AU missions • Other relevant Depts of AU Commission • UN DPKO • RECs • AU Member States • International Partners 	<p>Submit draft to PSOD for review and approval</p> <p>PSOD submit to further AU approval processes, if required.</p>	<p>Develop dissemination strategy to familiarise all stakeholders, especially existing missions, with new SOPs.</p> <p>Train all existing missions and ASF senior management and planning staff in new SOPs.</p> <p>Incorporate new SOPs into training material, especially for mission management, planning staff and induction training.</p> <p>These SOPs may have human resources implications.</p> <p>Process:</p> <ul style="list-style-type: none"> • Identify, select and commissioning team of experts: 2 months • Develop the draft SOPs: 1 month

					<ul style="list-style-type: none"> • Review by stakeholders: 1 month • Finalise SOPs: 1 month • Approval: 1 month at Dept level + • Monitoring: Require new missions to report after 6 months, 1 year and annually thereafter on implementation of SOPs <p>Evaluation: Internal evaluation of implementation and relevance of SOPs after one year, and periodically thereafter. External evaluation after 2 years and periodically thereafter.</p>
<p>1.3 Best Practices Policy</p>	<p>A policy that will ensure systematic capturing and analysis of AU missions and ASF best practises, and transforming those lessons identified into revised policies, procedures and training material.</p>	<p>Develop policy document</p> <p>Make use 3+ experts:</p> <ul style="list-style-type: none"> • AU PSOD • DPKO PBPU • External consultant <p>Hire external consultant to develop a policy document in cooperation with AU PSOD and DPKO.</p> <p>Time: x 6 months</p> <p>Sequencing: follow on from 1.1 and 1.2</p>	<p>Develop in consultation with:</p> <ul style="list-style-type: none"> • AU PSOD • DITF/AMIS and other AU missions • Other relevant Depts of AU Commission • UN DPKO • RECs • AU Member States • International Partners 	<p>Submit draft to PSOD for review and approval</p> <p>PSOD submit to further AU approval processes, if required.</p>	<p>Develop dissemination strategy to familiarise all stakeholders, especially existing missions, with new policy.</p> <p>Incorporate new policy into training material, especially for mission management and training staff and include in induction training.</p> <p>This policy may have human resources implications.</p> <p>Process:</p> <ul style="list-style-type: none"> • Identify, select and commissioning team of experts: 2 months • Develop the draft policy: 1 month • Review by stakeholders: 1 month • Finalise policy: 1 month • Approval: 1 month at Dept

					<p>level +</p> <ul style="list-style-type: none"> Monitoring: HQ to monitor flow and quality of Best Practises information from missions every 6 months. <p>Evaluation: Internal evaluation of implementation and relevance of policy after one year, and periodically thereafter. External evaluation after 2 years and periodically thereafter.</p>	
--	--	--	--	--	--	--

(2) Human Resources Policies

OUTPUTS	PRODUCT	PROCESSES	STAKEHOLDER	APPROVAL	IMPLEMENTATION	BUDGET
<p>2.1 Human Resources Policy</p>	<p>2.1.1 Guiding principles: A document defining the principles that should determine issues such as equality, transparency, integrity, gender, regional distribution and respect to diversity in the selection and recruitment process.</p> <p>2.1.2 Rules and Regulations: A document that specifies the rules and regulations that outline basic operational matters</p>	<p>Develop principles, rules, policy document, SOPs and training material.</p> <p>Make use 4+ experts:</p> <ul style="list-style-type: none"> AU PSOD AU HR DPKO PMSS External consultant(s) <p>Hire external consultant(s) to develop a HR policy package in cooperation with AU PSOD and DPKO.</p> <p>Time: x 10 months</p> <p>Sequencing: develop chronologically, sync</p>	<p>Develop in consultation with:</p> <ul style="list-style-type: none"> AU PSOD DITF/AMIS and other AU missions HR Dept of AU Commission UN DPKO RECs AU Member States International Partners 	<p>Submit draft to PSOD for review and approval</p> <p>PSOD submit to AU HR dept for approval.</p> <p>PSOD submit to further AU approval processes, as required.</p>	<p>Develop dissemination strategy to familiarise all stakeholders, especially existing missions, with new policy.</p> <p>Train all existing missions and ASF senior management and human resources staff in new policy.</p> <p>Incorporate new policy into training material, especially for mission management, mission support and human resources staff and induction training for new staff.</p> <p>Process:</p> <ul style="list-style-type: none"> Identify, select and commissioning team of experts: 2 months Develop HR package: 3 months Review of the policy by 	

	<p>such as working hours, leave, staff welfare etc.</p> <p>2.1.3 Policy framework: detailed policy framework that lays down the human resources strategy and practices.</p> <p>2.1.4 Standard Operating Procedures (SOPs): that details the headquarters and missions operational issues and requirements.</p> <p>2.1.5 Training manuals: for training HR staff and for or familiarising both HQ and field staff with the principles, policies and SOPs</p>	<p>with other processes</p>			<p>stakeholders: 2 months</p> <ul style="list-style-type: none"> • Finalise package: 1 month • Approval: 2 months at Dept level + • Monitoring: Require report from AU missions after 6 months on utility of HR concept, and annually thereafter • Evaluation: Internal evaluation of implementation and relevance of HR concept after one year, and periodically thereafter. External evaluation approx. every 3 years. 	
<p>2.2. Staffing tables and job descriptions</p>	<p>Develop generic staffing tables for civilian roles in AU missions for various scenarios.</p> <p>Develop generic job descriptions that can also be used for vacancy</p>	<p>Make use 4+ experts:</p> <ul style="list-style-type: none"> • AU PSOD • AU HR • DPKO PMSS • External consultant <p>Hire external consultant to develop staffing tables and</p>	<p>Develop in consultation with:</p> <ul style="list-style-type: none"> • AU PSOD • DITF/AMIS and other AU missions • HR Dept of AU Commission • UN DPKO • RECs 	<p>PSOD submit to AU HR dept for approval.</p> <p>PSOD submit to further AU approval processes, as required.</p>	<p>Process:</p> <ul style="list-style-type: none"> • Identify, select and commissioning team of experts: 2 months • Develop the staffing tables and job descriptions: 2 months • Review of the product by stakeholders: 1 month • Finalise product: 1 month • Approval: 1 month at Dept 	

	<p>announcements.</p>	<p>job descriptions in cooperation with AU PSOD and DPKO.</p> <p>Time: x 7 months</p> <p>Sequencing: follow on 2.1, note 1, 3, 4, 5, 6 and 7</p>	<ul style="list-style-type: none"> • AU Member States • International Partners 		<p>level +</p> <ul style="list-style-type: none"> • Monitoring: Require report from AU missions after 6 months, and annually thereafter • Evaluation: Evaluate staffing table of specific mission every 6 months. Evaluate generic staffing tables annually. Evaluate job descriptions after one year, and periodically thereafter (more frequently for specific missions) 	
<p>2.3. Civilian Standby Roster & Rapid Deployment System</p>	<p>2.3.1 Rapid Deployment System (RDS): develop internal AU roster of staff that can rapidly deploy to AU missions for mission start-up purposes</p> <p>2.3.2 Civilian standby roster (CSR): enter into MOU with <i>African Civilian Standby Roster for International Humanitarian and Peacekeeping Missions (AFDEM)</i> to provide a civilian standby roster for ASF and AU PSO</p>	<p>2.3.1 Make use 4+ expert team:</p> <ul style="list-style-type: none"> • AU PSOD • AU HR • DPKO PMSS • External consultant <p>Hire external consultant to develop RDS concept in cooperation with AU PSOD, AU HR and DPKO.</p> <p>Time: x 6 months</p> <p>Sequencing: follow on 2.1 and 2.2, link with 8</p> <p>2.3.2 AU PSOD and AFDEM to develop MOU</p> <p>Hire consultant to develop AU CSR concept, and to</p>	<p>Develop in consultation with:</p> <ul style="list-style-type: none"> • AU PSOD • DITF/AMIS and other AU missions • HR Dept and other AU Commission Depts • UN DPKO • RECs • AU Member States • International Partners 	<p>PSOD submit to AU HR dept for approval.</p> <p>PSOD submit to further AU approval processes, as required.</p>	<p>2.3.1 Will require cooperation of other AU Departments and thus need to be linked with output 8.</p> <p>AU Commission staff identified for RDS need to be trained prior to deployment.</p> <p>AU Commission staff participating in RDS will need incentives to deploy into field missions, and will require guarantees that their positions at HQ will be reserved for a specific time period.</p> <p>Process:</p> <ul style="list-style-type: none"> • Identify, select and commissioning team of experts: 2 months • Develop the draft policy: 1 month • Review of the policy by stakeholders: 1 month • Finalise policy: 1 month • Approval: 1 month at Dept level + • Monitoring: Require report from AU missions after 6 months 	

		<p>draft MOU</p> <p>Time: x 6 months</p> <p>Sequencing: follow on 2.1 and 2.2</p>			<p>on utility of RDS concept</p> <ul style="list-style-type: none"> • Evaluation: Internal evaluation of implementation and relevance of RDS concept after one year, and periodically thereafter. External evaluation after 2 years and periodically thereafter. <p>2.3.2 Several Regional Mechanisms has approached AFDEM to provide similar service at Regional ASF level. Need to coordinate and synchronize CSR concept with RECs.</p> <p>Process:</p> <ul style="list-style-type: none"> • Commission consultant to develop concept and draft MOU: 2 months • AU & AFDEM meeting to develop outline of CSR concept: 2 days • Develop concept: 1 month • Review of concept by stakeholders: 1 month • Finalise concept: 1 month • Approval: 1 month at Dept level + • Monitoring: Require report from AU missions every 6 months on utility of CSR concept and AFDEM service • Evaluation: Evaluate implementation and relevance of CSR concept and MOU with AFDEM annually. External evaluation after 2 years and periodically thereafter. 	
--	--	---	--	--	--	--

(3) Gender Policy						
OUTPUTS	PRODUCT	PROCESSES	STAKEHOLDER	APPROVAL	IMPLEMENTATION	BUDGET
3.1 Gender Policy	Gender policy for AU Peace Support Operations	<p>Make use 4+ experts:</p> <ul style="list-style-type: none"> • AU PSOD • AU Gender • DPKO Gender • External consultant <p>Hire external consultant to develop AU PSO gender policy, supported by team of experts from AU & DPKO.</p> <p>Time: x 6 months</p> <p>Sequencing: Informed by 2.1, 2.2 and 2.3</p>	<p>Develop in consultation with:</p> <ul style="list-style-type: none"> • AU PSOD • DITF/AMIS and other AU missions • Gender Unit of AU Commission and other Depts • UN DPKO • RECs • AU Member States • International Partners 	<p>PSOD submit to AU Gender Unit for approval.</p> <p>PSOD submit to further AU approval processes, as required.</p>	<p>Develop dissemination strategy to familiarise all stakeholders, especially existing missions, with gender policy.</p> <p>Incorporate gender policy into training material, including induction training.</p> <p>Train all existing missions and ASF staff on gender policies.</p> <p>Process:</p> <ul style="list-style-type: none"> • Identify, select and commissioning team of experts: 2 months • Develop the draft policy: 1 month • Review of the policy by stakeholders: 1 month • Finalise policy: 1 month • Approval: 1 month at Dept level + • Monitoring: Require 6 monthly report from AU missions on implementation of policy • Evaluation: Internal evaluation of implementation and relevance of policy after one year, and periodically thereafter. External evaluation after 2 years and periodically thereafter. 	

(4) HIV/AIDS Policy						
OUTPUTS	PRODUCT	PROCESSES	STAKEHOLDER	APPROVAL	IMPLEMENTATION	BUDGET
4.1 HIV/AIDS Policy	HIV/AIDS policy for AU Peace Support Operations	<p>Make use 4+ expert team:</p> <ul style="list-style-type: none"> • AU PSOD • AU HIV/Aids • DPKO HIV/Aids • External consultant <p>Hire external consultant to develop AU PSO HIV/Aids policy, supported by team of experts from AU & DPKO.</p> <p>Time: x 6 months</p> <p>Sequencing: Informed by 2.1, 2.2 and 2.3</p>	<p>Develop in consultation with:</p> <ul style="list-style-type: none"> • AU PSOD • DITF/AMIS and other AU missions • HIV/Aids Unit and other Depts of AU Commission • UN DPKO • RECs • AU Member States • International Partners 	<p>PSOD submit to AU HIV/Aids Unit for approval.</p> <p>PSOD submit to further AU approval processes, as required.</p>	<p>Develop dissemination strategy to familiarise all stakeholders, especially existing missions, with HIV/Aids policy.</p> <p>Train all existing missions and ASF staff on HIV/Aids policy.</p> <p>Incorporate HIV/Aids into training material, including induction training.</p> <p>Process:</p> <ul style="list-style-type: none"> • Identify, select and commissioning team of experts: 2 months • Develop the draft policy: 1 month • Review of the policy by stakeholders: 1 month • Finalise policy: 1 month • Approval: 1 month at Dept level + • Monitoring: Require 6 monthly report from AU missions on implementation of policy • Evaluation: Internal evaluation of implementation and relevance of policy after one year, and periodically thereafter. External evaluation after 2 years and periodically thereafter. 	

(5) Conduct and Discipline						
OUTPUTS	PRODUCT	PROCESSES	STAKEHOLDER	APPROVAL	IMPLEMENTATION	BUDGET
5.1 Conduct and Discipline Policy Directive	Conduct and Discipline Policy Directive, including Code of Conduct, Disciplinary Procedures, and Staff Welfare and Recreation standards.	<p>Make use 4+ expert team:</p> <ul style="list-style-type: none"> • AU PSOD • AU HR • DPKO C&D • External consultant <p>Hire external consultant to develop AU PSO policy package, supported by team of experts from AU & DPKO.</p> <p>Time: x 8 months</p> <ul style="list-style-type: none"> • Sequencing: Informed by 2.1, 2.2 and 2.3, and will in turn inform 2.2 and 2.3 	<p>Develop in consultation with:</p> <ul style="list-style-type: none"> • AU PSOD • DITF/AMIS and other AU missions • HIV/Aids Unit and other Depts of AU Commission • UN DPKO • RECs • AU Member States • International Partners 	<p>PSOD submit to AU HR and Legal Advisor for approval.</p> <p>PSOD submit to further AU approval processes, as required.</p>	<p>Develop dissemination strategy to familiarise all stakeholders, especially existing missions, with C&D policy.</p> <p>Train all existing missions and ASF staff on C&D policies.</p> <p>Incorporate C&D policy into training material, including induction training.</p> <p>The C&D policy will have HR implications.</p> <p>Process:</p> <ul style="list-style-type: none"> • Identify, select and commissioning team of experts: 2 months • Develop the draft policy package: 3 months • Review of the policy by stakeholders: 1 month • Finalise policy: 1 month • Approval: 2 month at Dept level + • Monitoring: Require 6 monthly report from AU missions on implementation of policy <p>Evaluation: Internal evaluation of implementation and relevance of policy after one year, and periodically thereafter. External evaluation after 2 years and periodically thereafter.</p>	

(6) Training						
OUTPUTS	PRODUCT	PROCESSES	STAKEHOLDER	APPROVAL	IMPLEMENTATION	BUDGET
6.1. AU ASF and AU PSO Training Policy	<p>1. Integrated multidimensional strategic level policy – to include: purpose; scope; rationale; policy; terms and definitions; references; monitoring and compliance; contact; dates; history</p> <p>2. Integrated mission training policy – to include: purpose; scope; rationale; policy; terms and definitions; references; monitoring and compliance; contact; dates; history</p>	<ul style="list-style-type: none"> • Consultative process to develop policy involving key stakeholders • To be refined later by a larger group • Submitted to Chiefs of Defence Staff and Peace and Security Council <p>Sequence of Products:</p> <ul style="list-style-type: none"> • 1 precedes 2 but some processes can be done simultaneously; same group can should develop both products <ul style="list-style-type: none"> • Timeframes: • Product 1 and 2 – approximately 6 months; linked to AU approval process and APSTA workshop (April) 	<p>Key Stakeholders:</p> <ul style="list-style-type: none"> • AU PSOD • RECs • APSTA (including reps of Centres of Excellence) • Ongoing AU/regional missions • UN <p>Broader Group of Stakeholders:</p> <ul style="list-style-type: none"> • AU member states • EU • APSTA • CSO <p>Development Partners:</p> <ul style="list-style-type: none"> • Need for clarification on an entry point for these • Involvement of development partners in funding of activities (APSTA)? 	<p>UN Experience:</p> <ul style="list-style-type: none"> • Internal development seminar (June 2006) • Started writing policies (July 2006) • Consulted all missions • Sharing with senior • Shared policies with senior management (April 2007) • Development to approval (around 10-12 months) <p>Current AU Process:</p> <ul style="list-style-type: none"> • Initial thoughts on paper AU PSOD • Sent to RECs • Call a consultative meeting sharing draft product – include AU missions • Final draft based on final discussions 	<p>Product 1: Commissioner for Peace and Security; AU Commission; RECs and member states (military and police training schools); perhaps APSTA identified as part of verification body¹</p> <p>Product 2: A mission responsibility via Head of Mission, should not be delegated to Chief of Staff or Head of Integrated Mission Training.</p>	

¹ Training part of human resources selection, recruitment, rostering process etc. If person X doesn't have the necessary training, person X should not be subsequently selected, recruited or rostered.

				<ul style="list-style-type: none"> • Approval by committee of experts • Commission for Peace and Security • Eventually AU membership, Chiefs of Defence Staff (June 2007 for documents so far, thereafter every 6 months) 		
<p>6.2. AU ASF and AU PSO Training Needs Analysis</p>	<ul style="list-style-type: none"> • Basic training • Specialist training (peacekeeping specific – various chapters/manuals some clustered together) • Mission-specific training (maybe not in TNA, but explicit in policy) • Induction training / in-mission • Continuation training • Should be inclusive of Conduct and Discipline especially in areas 1 and 4 	<ul style="list-style-type: none"> • 5/6 experts in a task team working on specific functions and job descriptions. (NB: not a job for the training development team) • Create a Steering Committee to coordinate a consultative process • Experts to look at cross-cutting issues for civilians (police and military). A cluster of training packages to be developed; Identification of which functions require separate chapters and manuals and which ones are cross 	<ul style="list-style-type: none"> • APSTA (based on Commission decision to out-source) • Products 1 & 2 - Centres of Excellence • AU PSOD • RECs 	<ul style="list-style-type: none"> • Documents follow AU procedure – checks and balances throughout AU structure; Ends with Commissioner for P&S; Maybe need approval at higher-level (like training policy) • Does it need to be approved as one large document or separate documents or sections? • APSTA as mandated authority 	<ul style="list-style-type: none"> • Match ‘training needs’ to ‘training delivery’ capabilities; • Subsequent development of training cycle • AU procedures on how and who responsible for compliance? • Monitoring and compliance more relevant in treatment of training standards. 	

		<p>cutting</p> <ul style="list-style-type: none"> • Training program for a range of those identified functions already exist in UN SGTM 1 and are addressed in standards of STM 2 and 3 – need to reformat/repackage – no need to reinvent the wheel <p>Sequence of products:</p> <ul style="list-style-type: none"> • Simultaneous development <p>Timeframes:</p> <ul style="list-style-type: none"> • Consultant, editor 6-8 months • Process already underway – ASF TNA being conducted by APSTA 				
<p>6.3 AU PSO Training Standards</p>	<ul style="list-style-type: none"> • ‘Standards for training civilians for AU PSO’ • Generic • Specific/mission oriented (basic / middle management / senior leadership) • Including AU Police courses (Investigator, community 	<ul style="list-style-type: none"> • Assemble team of experts to address, refine and adapt existing training modules/standards to suit African social-cultural terrain and AU-specific standards, guided by AU draft Training Standards document 	<ul style="list-style-type: none"> • AU (PSOD +) • RECs • APSTA • Independent experts/consultants • UN • Police • Ongoing missions 	<ul style="list-style-type: none"> • Document approval to follow AU procedure – checks and balances throughout AU structure • Submitted to AU PSOD, ends with Commissioner for P&S • Maybe need approval at higher- 	<p>Translate; circulate/disseminate – via APSTA, RECs and through various stakeholders.</p>	

	<p>policing, crime analysis)</p> <ul style="list-style-type: none"> • In-mission (induction, continuation, etc) • Identify the Standard required for each 	<ul style="list-style-type: none"> • UNSGTM 1 training course • STM 2 and 3 standards - consider substantive civilian functions in PFD and necessary levels. (Collaboration with UN, currently in the process of developing UN Police courses) • Sequence of Products: <ul style="list-style-type: none"> • Simultaneous developments • Timeframes: <ul style="list-style-type: none"> • Initial meeting • Preparation of draft documents • One-week meeting to discuss/finalise draft • TOTAL: 4 months 		<p>level (ACDS like training policy)</p>		
--	---	---	--	--	--	--

<p>6.4. Verification and Recognition of Training Centres and/or Courses</p>	<p>1. Final version of: 'Evaluation and Validation and Centres of Excellence' as guidance to APSTA.</p> <p>2. Document: AU criteria (categorized into strategic, operational, tactical – focus on capacity building of civilian training) for verification and recognition in document (to be developed by APSTA). Accreditation by AU via APSTA.</p> <p>Verification and recognition of training courses</p> <p>3. Policy document on assessing/certifying training courses</p>	<p>Product 2: AU PSOD to arrange meeting to produce a draft document stating criteria for verification and recognition of training centres. APSTA to begin process of fleshing out the AU's criteria and define what constitutes a recognized training centre. Need for a Police sub-committee within APSTA to conduct peer reviews of training centres and courses</p> <p>Sequence of products: Irrelevant</p> <p>Timeframes: Depends on progress in upcoming end-April AU-APSTA workshop + potential follow-up meeting 3 months (once standards are developed and agreed upon)</p>	<p>All products:</p> <ul style="list-style-type: none"> • APSTA • AU (PSOD +) • Regional peacekeeping training centres • Other training providers • RECs 	<p>All products: Final draft of work out-sourced to APSTA comes back to AU PSOD.</p>	<p>1. Translate, circulate/disseminate the criteria to be verified and gain recognition as training centre – via APSTA, RECs and through various stakeholders.</p> <p>2. The AU should be the authority for accreditation, but actual process could be undertaken by APSTA, which could oversee the technical aspects that will determine if an institution meets the minimum standards for verification and recognition. Once such determination is made, the outcome of its assessment and recommendation to be submitted to the AU PSOD for formal approval.</p>	
--	--	--	---	--	---	--

<p>6.5. Database of core competencies of training institutions</p>	<p>To include the following details on the institutions: list of training facilities; competencies; strengths and comparative advantages; types of modules on offer; scope of training; duration of training; level of participation required; location of training; trainers available (a professional registry); list of institutions capable of designing courses; link to donors and partners interested in funding ASF specific training activities</p>	<p>1. A small task team of APSTA members to discuss and brainstorm the various necessary elements to be included in the database. This should inform a report to be submitted to AU PSOD 2. Relevant information should be collected from various institutions and AFDEM should establish a database 3. Concurrently, a report on the process should be written and submitted to the PSOD 4. Database can also be an important tool to aide in the verification and recognition of training Centres of Excellence 5. Outputs from the Task Team and database mechanism should also inform the policy document on verification</p>	<ul style="list-style-type: none"> • AU PSOD • APSTA • Centres of Excellence (especially as accreditation is concerned) • AFDEM • Training providers external to APSTA who may also conduct ASF relevant training 	<p>Product/s to be outsourced to an APSTA Task Team (to include AFDEM). Once complete, to be shared with all training partners and submitted to PSOD</p>	<p>Training institutions to submit relevant data that will go onto the database AFDEM to compile the database and share information thereon with the relevant stakeholders</p>	
---	--	---	--	--	---	--

(7) Capacity Building						
OUTPUTS	PRODUCT	PROCESSES	STAKEHOLDER	APPROVAL	IMPLEMENTATION	BUDGET
7.1 Capacity Building	Appoint Civilian Policy and Planning Staff in AU PSOD	<p>AU PSOD to develop job description</p> <p>AU PSOD to follow normal AU hiring procedures</p> <p>AU PSOD to consult with international partners to fund Civilian Policy and Planning Staff and enter into MOU for this purpose</p> <p>Time: x 12 months</p>	<p>Develop in consultation with:</p> <ul style="list-style-type: none"> • AU PSD • AU PSOD • AU HR • UN DPKO • RECs • AU Member States <p>International Partners</p>	<p>PSOD submit to AU HR for approval.</p> <p>PSOD submit to further AU approval processes, as required.</p>	<p>Process:</p> <ul style="list-style-type: none"> • Develop job description: 1 month • Internal AU consultation and approval process: 2 months • Consultation with partners for financial support and enter into MOU: 2 months • Advertise, select, interview, etc: 6 months • Hire new staff: 2 months • Monitoring: Require annual report from AU PSOD to partner <p>Evaluation: Internal evaluation of utility and application of position after one year, and periodically thereafter. External evaluation after 2 years and periodically thereafter.</p>	
(8) Raising Awareness of the Civilian Dimension of the ASF						
OUTPUTS	PRODUCT	PROCESSES	STAKEHOLDER	APPROVAL	IMPLEMENTATION	BUDGET
8.1 Raising Awareness of the Civilian Dimension of the ASF	8.1 PSOD to undertake a series of meetings with relevant AU Commission departments and units to brief them on the ASF and AU missions. PSOD to develop and distribute and internal briefing document on the civilian dimension of	<p>PSOD to develop awareness raising campaign plan (can be outsourced).</p> <p>PSOD to undertake consultations with AU Depts and Member States.</p> <p>PSOD to develop briefing document (can be outsourced).</p>	<p>Undertake in consultation with:</p> <ul style="list-style-type: none"> • AU PSD • AU PSOD • Other relevant <p>Depts of AU Commission</p> <ul style="list-style-type: none"> • RECs • AU Member States • International Partners 	Consult Dir PSD on awareness raising campaign.	<p>Process:</p> <ul style="list-style-type: none"> • PSOD to develop campaign plan with partner: 2 months • PSOD to undertake consultations: 3 months and ongoing • PSOD to develop briefing doc with partner: 1 month • PSOD to arrange seminar for AU Commission: 2 months • PSOD to arrange seminar for AU Permanent Missions: 3 months • Evaluate: Internal evaluation of level of awareness and support 	

	<p>the ASF that draws linkages between AU missions and the work of AU Commission departments and units. Follow-up with an internal seminar that reach out to all levels of staff in relevant departments.</p> <p>8.2 PSOD to undertake a range of consultations with Regional Mechanisms to discuss the Civilian Dimension of the ASF.</p> <p>8.3 PSOD to brief PSC and Member States on the Civilian Dimension of the ASF. Follow-up with seminar in Addis aimed at Embassies to brief them on ASF. Determine what further action is necessary.</p>	<p>PSOD to arrange seminars with partners (co-hosting and arrangement of seminars can be outsourced)</p> <p>Time: undertake over 12 to 18 months</p>			<p>for civilian dimension of ASF within AU Commission, RECs and AU Member States every 6 months during this process, and one year thereafter. External evaluation after 18 months.</p>	
--	--	--	--	--	--	--