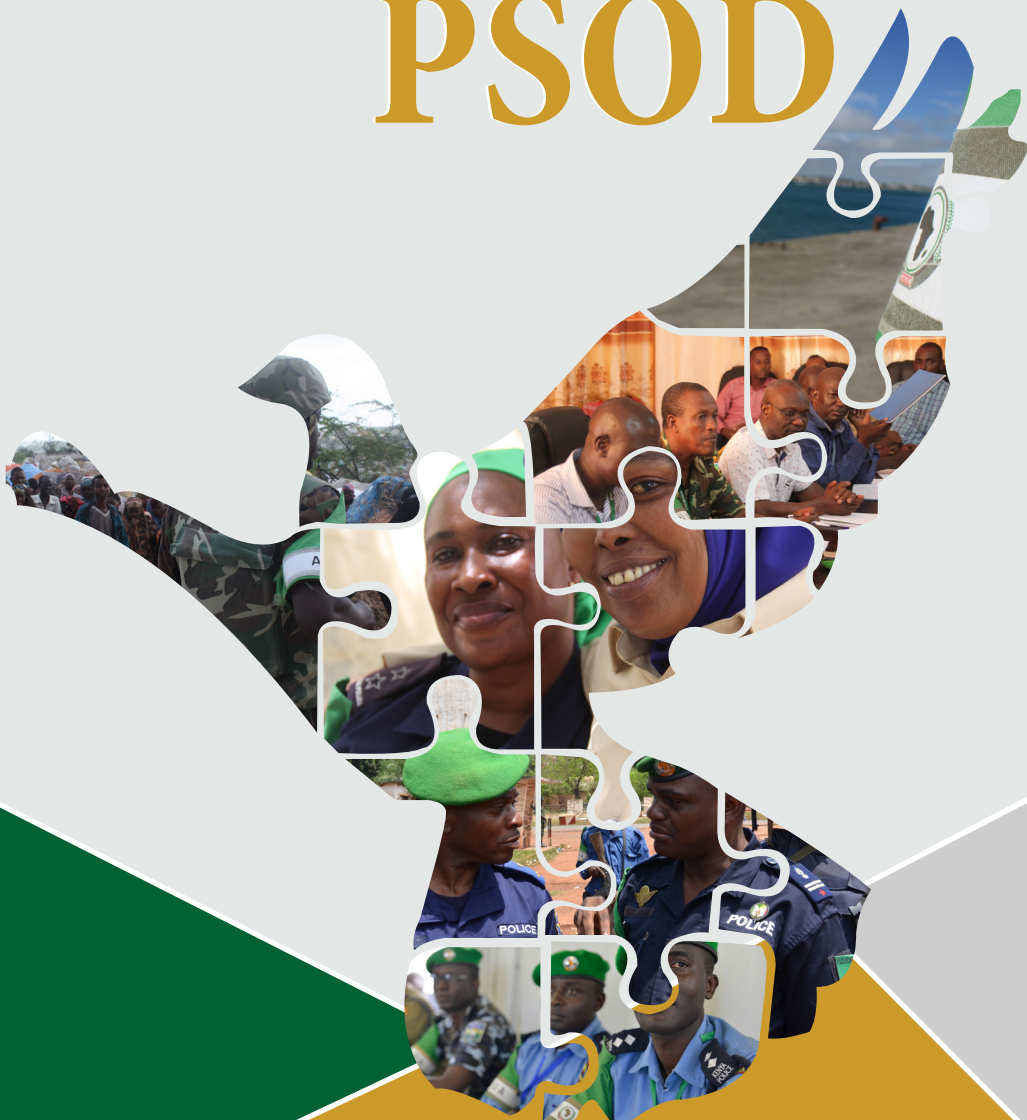




# The Peace Support Operations Division

# PSOD



Silencing the Guns, Sustaining Peace



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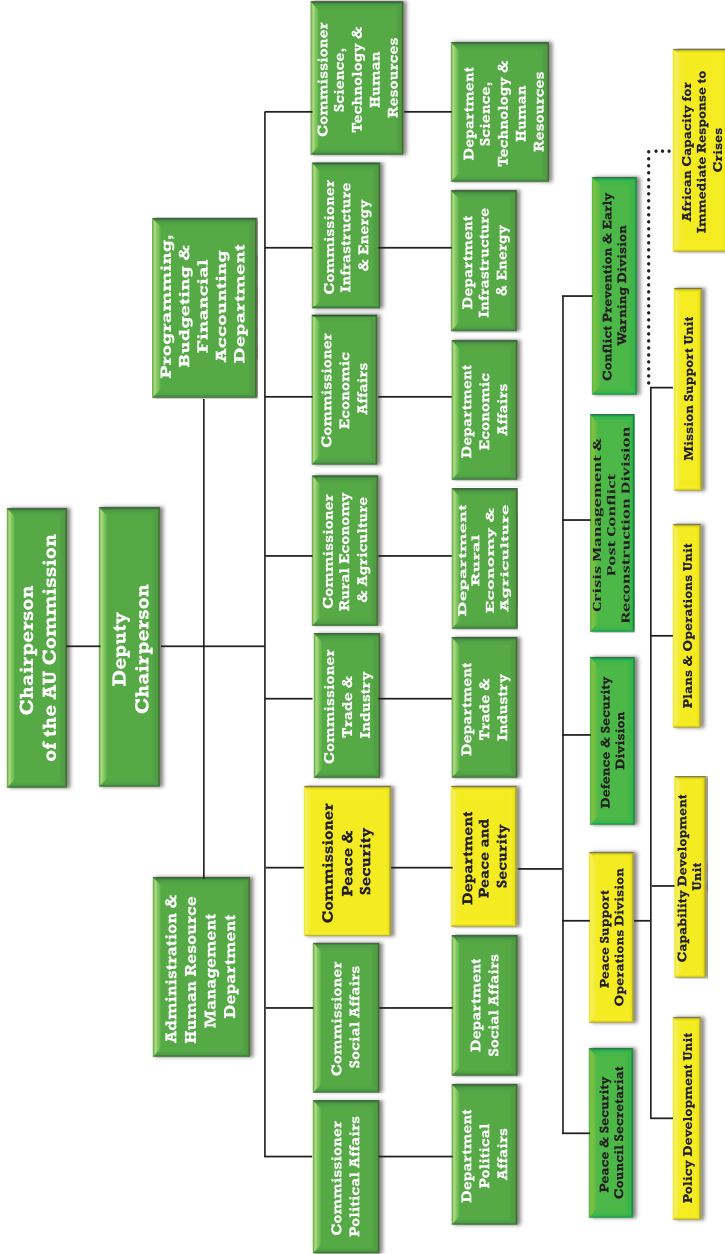
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The African Union Peace Support Missions

## Acronyms

AU	<i>African Union</i>
AUPOs	<i>African Union Policy Organs</i>
ASF	<i>African Standby Force</i>
COE	<i>Contingent Owned Equipment</i>
CDU	<i>Capability Development Unit</i>
DoUF	<i>Directives on the Use of Force</i>
DUF	<i>Directives on the Use of Force</i>
JMTC	<i>Joint Mission Training Cells</i>
MIPs	<i>Mission Implementation Plans</i>
MoU	<i>Memorandum of Understanding</i>
MS	<i>Member State</i>
MSC	<i>Military Staff Committee</i>
MSU	<i>Mission Support Unit</i>
NATO	<i>North Atlantic Treaty Organization</i>
PDVs	<i>Pre-Deployment Verifications</i>
PDU	<i>Policy Development Unit</i>
PDVs	<i>Pre-Deployment Visits</i>
PSC	<i>Peace and Security Council</i>
PSD	<i>Peace and Security Department</i>
PSDFU	<i>Peace and Security Department Finance Unit</i>
PSOC	<i>Peace Support Operation Center</i>
PSOD	<i>Peace Support Operations Division</i>
PSOs	<i>Peace Support Missions</i>
RECs	<i>Regional Economic Communities</i>
RMs	<i>Regional Mechanisms</i>
RoE	<i>Rules of Engagement</i>
RoE	<i>Rules of Engagement</i>
SoFA	<i>Status of Forces Agreement</i>
SOMA	<i>Status of Mission Agreement</i>
SOPs	<i>Standard Operating Procedures</i>
STCDSS	<i>the Specialised Technical Committee of Ministers of Defence, Safety and Security</i>
TAMs	<i>Technical Assessment Missions</i>
T/PCCs	<i>AU-Troop/Police Contributing Countries</i>
TNA	<i>Training Needs Analysis</i>
UNPKO	<i>United Nations Peace Keeping Operations</i>
UNSC	<i>United Nations Security Council</i>

# COMMISSION OF THE AFRICAN UNION



# The African Standby Force (ASF)



## The African Standby Force (ASF)

In order to enable the Peace and Security Council to perform its responsibilities with respect to the deployment of Peace Support Operations (PSOs) and interventions pursuant to Article 4 (h) and (j) of the Constitutive Act, and African Standby Force (ASF) was established. This force is composed of standby multidisciplinary contingents with civilian, police and military components in their countries of origin and ready for rapid deployment at appropriate notice.

The strength and types of these components, their degree of readiness and general location shall be determined in accordance with established AU PSO SOPs and shall be subject to reviews depending on prevailing crisis and conflict situations.

## The ASF Mandate

The ASF shall, as per Article 13 (3) of the Protocol Relating to the Establishment of the Peace and Security Council of the African Union, inter-alia perform functions in the following areas:

- Observation and monitoring missions;
- Other types of Peace Support Missions;
- Intervention in a Member States in respect of grave circumstances or at the request of a Member State in order to restore peace and security in accordance with Article 4(h) and (j) of the Constitutive Act;
- Preventive deployment in order to prevent (i) a dispute or conflict from escalating, (ii) an ongoing violent conflict from spreading to neighboring areas or States and, (iii) the resurgence of violence after parties to a conflict have reached an agreement;
- Peace building, including post-conflict disarmament and demobilization;
- Humanitarian assistance to alleviate the suffering of civilian populations in conflict areas and support efforts to address major natural disasters; and
- Any other function as may be mandated by the Peace and Security Council or the Assembly.

In undertaking these functions, the African Standby Force shall, where appropriate, cooperate with the United Nations and its Agencies, other relevant international organizations and regional organizations, as well as with national authorities and NGOs.

The detailed tasks of the African Standby Force and its modus operandi for each authorized mission shall be considered and approved by the Peace and Security Council upon recommendation of the Commission.



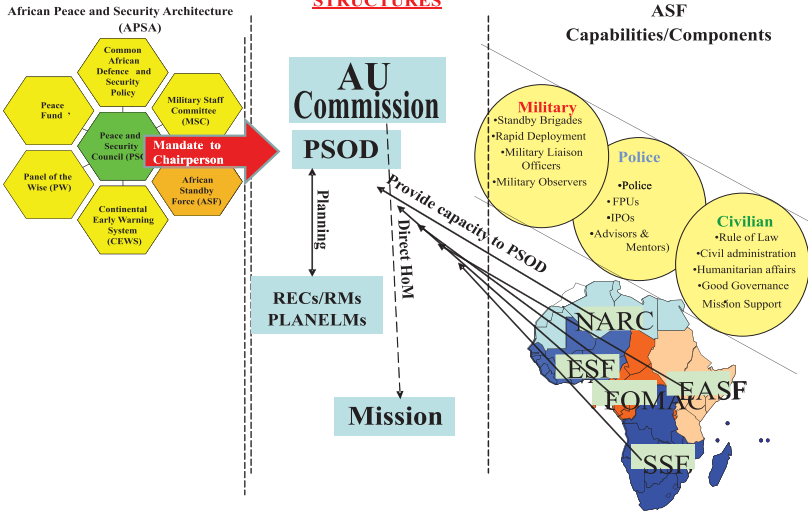
# The Peace Support Operations Division - PSOD



## Introduction

The African Union Commission's Peace Support Operations Division (PSOD), alternatively referred to as the African Standby Force Continental Planning Element, was set up pursuant to the provisions of Article 13 of the Protocol Relating to the Establishment of the Peace and Security Council (2002) and Article 18 of the Policy Framework on the Establishment of the African Standby Force and the Military Staff Committee (2004). It is the PSOD that responds to Peace Support Operations (PSOs) matters within the Peace and Security Department. The PSOD puts together policies, guidelines, agreements, frameworks and mechanisms to help bring together regional peace and security mechanism to respond to peace support operations and security challenges.

# ASF General Concept



## Mandate and Functions

### Mandate of PSOD

The mandate of the Peace Support Operations Division (PSOD) is to plan, launch, sustain, monitor and liquidate all Peace Support Operations (PSOs) authorized by the African Union Policy Organs (AUPOs) inclusive of the Peace and Security Council (PSC) and/or the Assembly of Heads of State and Government of the African Union (Assembly), as appropriate. It also assists in directing and managing such operations.

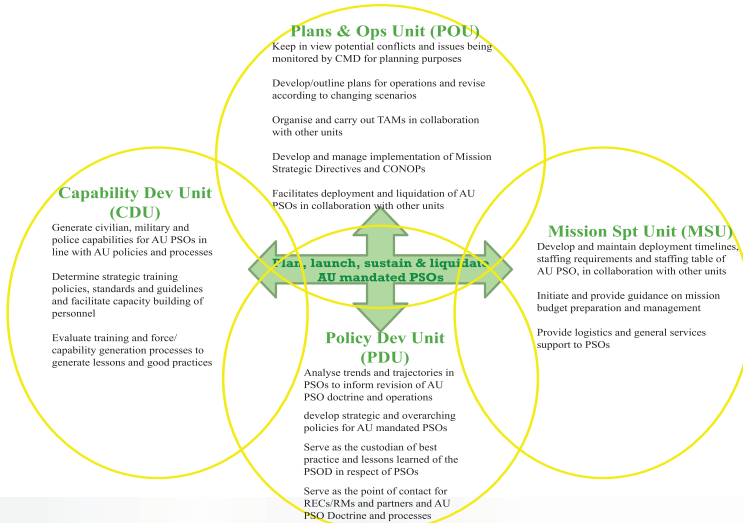


## Functions of the PSOD

### The PSOD undertakes its functions through;

- a) Developing policies, guidelines, Standard Operating Procedures (SOPs), legal instruments, plans and directives relevant to planning, launching, directing, monitoring, sustaining, managing and liquidating of PSOs mandated by the AUPOs inclusive of the Peace and Security Council (PSC) and the Assembly as appropriate;
- b) Coordinating with the Regional Economic Communities (RECs), Regional Mechanisms (RMs), African Union Member States (AU MS) and partners in the operationalisation of the African Standby Force (ASF);
- c) Developing Terms of Reference to enable the recruitment of qualified personnel for the PSOD and PSOs;
- d) Generating and assessing civilian, police and military personnel, equipment and assets provided by AU MS for deployment to AU PSOs;
- e) Planning and coordinating all transitions of PSOs from and to AU PSOs, UN PKOs and REC/RMs operations as directed by the relevant decisions of the AUPOs inclusive of the PSC and the Assembly as appropriate;
- f) Providing strategic oversight, monitoring, support, guidance and evaluation on AU approved PSOs, to the African Union Commission (AUC) including drafting of reports of the Chairperson of the AUC to the appropriate AU Policy Organs inclusive of the PSC, Specialized Technical Committee on Defence, Safety and Security (STCDSS) and the United Nations Security Council (UNSC);
- g) Providing strategic analysis and advice on PSOs to the appropriate AU Policy Organs, inclusive of the PSC and the African Union Commission (AUC) as appropriate;
- h) Being the AUC primary contact point with the RECs/RMs/AUMS and AU partners on matters related to the ASF and PSOs;
- i) Liaising with the RECs/RMs/AUMS and AU partners on matters relating to AU PSOs;
- j) Organizing, coordinating and providing technical support for meetings of the STCDSS on PSOs;
- k) Carrying out other tasks and assignments as assigned by the AUC.

# PSOD Functional Units



## PSOD Units and Cells

The PSOD is, as per Article 7 of the Declaration of 2010 of the Specialised Technical Committee of Ministers of Defence, Safety and Security (STCDSS), composed of four units, namely, **Policy Development Unit (PDU)**, **Capability Development Unit (CDU)**, **Plans and Operations Unit (POU)**, and **Mission Support Unit (MSU)**.

### Policy Development Unit

The overall function of the Policy Development Unit is to develop strategic level policies for PSOs. It has the following cells:

#### Policy Development Cell

The functions of the Policy Development Cell are to:

- Formulate and review AU PSO policies;
- Provide oversight on the development of policies, directives and guidelines to ensure alignment with Policy Framework on the establishment of the African Standby Force and the Military Staff Committee (2004);
- Interpret and provide guidance on strategic level PSO policies to the PSC,

other AU organs, AUC and partners. This includes attendance of PSC meetings on PSO;

- Provide policy advice and guidance on PSOs to all PSO planning and mission management functions;
- Serve as the contact point for RECs/RMs and partners in relation to development and dissemination of policy documents on the ASF and PSOs;
- Keep a record of all AU PSO documents as tabulated in the AU PSO Catalogue of Documents;
- Support the convening and documentation of outcomes of STCDSS and other meetings as required;
- Develop generic templates for Policy Documents, Legal Frameworks and other PSO documents as contained in the AU PSO Catalogue of Document. Reference herein is made to documents such as, AU Decision-Making Process, AU-Troop/Police Contributing Countries (T/PCCs), Memorandum of Understanding (MoU), Guidelines for Troop/Police Contributing Countries, Status of Mission Agreement (SOMA), Status of Forces Agreement (SoFA), Rules of Engagement (RoE), Directives on the Use of Force (DUF), Standard Operating Procedures (SOPs), Strategic Directives, Force Commander's Directives, Police Commissioner's Directives, Head of Mission Support Directives, Directives on Code of Conduct and Discipline inclusive of Guidelines on Sexual Exploitation and Abuse and Chief of Finance Directives.

### Policy Research, Lessons Learned and Best Practices Cell

The functions of the Policy Research, Evaluation and Best Practices Cell are to:

- Commission research on PSO relevant subjects, namely:
  - *Emerging threats and*
  - *Future trend*
- Provide an integrated capacity to develop, disseminate, monitor and evaluate the implementation of AU PSO policies;
- Conduct and compile lessons learned with the view to incorporating best practices into AU PSO policies;
- Develop policies and operational frameworks for strategic cooperation with the partners on PSOs;
- Monitor policy developments on PSOs from academic institutions, civil society organizations, AU MS and other relevant institutions or bodies;
- Serve as the nodal point for interaction between the PSOD and relevant Policy and Research Institutions.

## Capability Development Unit

The overall function of the Capability Development Unit is to provide standby forces for PSOs. It has the following cells:

- a) Training and Development Cell
- b) Monitoring and Evaluation Cell
- c) Capability Generation Cell

### Training and Development Cell

- Review and facilitate implementation of training policies for AU PSOs;
- Review and update AU PSO training standards;
- Plan and co-ordinate continental training processes;
- Map out levels of responsibilities of AUC, RECs/RMs and Member States in respect of training of the ASF components;
- Conduct periodic Training Needs Analysis (TNA) of the ASF;
- Issue Annual Training Directives for the coordination and implementation of continental training processes for the ASF and PSO;
- Liaise with Centres of Excellence, Training Institutions, Training Service Providers and relevant partners, on the implementation of Annual AUC Training Directives;
- Induct all newly recruited PSOD and Senior Mission Leadership personnel;
- Facilitate training (including certification of training), harmonization, standardization of the ASF components;
- Facilitate and coordinate the planning and roll out of AU Exercises;
- Liaise with PDU's Policy Research, Lessons Learned and Best Practices Cell to ensure lessons from PSOs are fed back into training;
- Design and review of training curricula at strategic and operational levels.
- Deliver strategic level training;
- Co-ordinate and monitor operational level training. Participate in Mission Planning Processes to ascertain training requirements;
- Develop Mission Training Directives;
- Facilitate the establishment of the Joint Mission Training Cells (JMTC) in PSOs as appropriate.

### Monitoring and Evaluation Cell

The functions of the Monitoring and Evaluation Cell are to:

- Conduct and facilitate verification of ASF pledged capabilities;
- Conduct and facilitate together with POU, the evaluation of on-going AU PSOs;

- Develop, update and facilitate implementation of evaluation policies in ASF Exercises;
- Facilitate the implementation of recommendations of ASF Continental and Regional Training Exercises and other capacity building initiatives;
- Monitor and evaluate training impact to ensure adequacy in enhancing the implementation of the mandate.

### Capability Generation Cell

The functions of the Capability Development Cell are to:

- Facilitate and coordinate RECs/RMs, AU MS ASF capability development processes as per the Policy Framework;
- Map out levels of responsibilities of AUC, RECs/RMs and AU MS in relation to ASF Capability Development;
- Develop SOPs on the generation processes of ASF capabilities by the RECs/RMs in response to a mandated deployment. This includes regular updating of Generic Guidelines to Police and Troop Contributing Countries;
- Establish and maintain database and rosters of multidimensional ASF capabilities (personnel and equipment);
- Serve as the contact point for RECs/RMs on ASF capability development processes;
- Coordinate with POU and MSU in facilitating Pre-Deployment Verifications (PDVs) for deployments and rotations of AU PSOs personnel, and maintain a database of forces/capabilities pledged, verified, deployed and rotated.



## Plans and Operations Unit

The overall function of the Plans and Operations Unit is to plan and manage Peace Support Operations. It has the following cells:

- a) Planning Cell
- b) Operations Cell
- c) Information Analysis Cell

### Planning Cell

The functions of the Planning Cell are to:

- Identify and advise on areas of potential conflict/humanitarian emergencies for intervention on the African continent in collaboration with Conflict Management Division or other relevant AUC Departments;
- Develop Contingency Plans for employment of forces in PSOs and other operations;
- Serve as the nodal point with RECs/RMs on planning of PSOs;
- Serve as the nodal point with NATO on Military to Military Staff Talks;
- Provide political advice and guidance to all PSOD planning;
- Monitor, including attendance, of all Peace and Security Council sessions on impending PSOs;
- Conduct Fact Finding and Technical Assessment Missions (TAM) in collaboration with other relevant AUC Department/Divisions or PSOD units;
- Serve as the nodal point in setting up Integrated Core Planning Teams and participating in Conflict Management Task Force teams;
- Develop Strategic Concepts for Operations;
- Plan Pre-Deployment Visits (PDVs) in conjunction with other PSOD units;
- Continuously update Generic Mission Start-Up Guidelines;
- Develop relevant Mission specific documents, such as:
  - *Status of Mission Agreement;*
  - *Status of Forces Agreement;*
  - *Memorandum of Understanding with TCC/PCCs;*
  - *Rules of Engagement (ROEs);*
  - *Directives on the Use of Force (DoUF);*
  - *Operational Directives for FPU;*
  - *Standard Operating Procedures (SOPs);*
  - *Chairperson's Strategic Directives for the Head of Mission;*
  - *Directives for the Force Commander;*

- *Directives for the Police Commissioner;*
- *Directives for the Head of Mission Support;*
- *Directives on Code of Conduct and Discipline inclusive of Guideline on Sexual Exploitation and Abuse, and lastly;*
- *Coordinate with Peace and Security Department Finance Unit (PSDFU) in the development of Directives for the Head of Finance.*

## Operations Cell

The function of the Operations Cell is to:

- Facilitate the conducting of Pre-Deployment Verification Visits;
- Manage the Peace Support Operation Center (PSOC) in conjunction with the Information Analysis Cell;
- Conduct regular inspection visits to current AU Missions to ensure compliance with AU procedures and policies;
- Participate, together with MSU, in monitoring of implementation of Mission Implementation Plans (MIPs);
- Conduct briefs to AU Policy Organs (AUPOs), AUC authorities, partners and visiting delegations on AU PSOs;
- Develop benchmarks for AU PSOs and monitor the implementation of the outcomes thereof.

## Information Analysis Cell

The functions of the Information Analysis Cell are to:

- Analyse daily situational and other reports from the missions in order to maintain situational awareness. This includes providing a 24/7 Situational Awareness on on-going AU missions to relevant AUC units;
- Collate, assess, evaluate and disseminate information on AU PSOs to AU stakeholders;
- Provide analysis on-going AU peace support operations to AU stakeholders;
- Regularly updating operations information analysis map;
- Provide situational updates on all AU peace support operations;
- Prepare, consolidate and present, in conjunction with other PSOD Units, regular Operations Briefs on all AU PSOs.

## Mission Support Unit

The overall function of the Mission Support Unit is to provide support to on-going Peace Support Operations. It has the following cells:

- a) Integrated Support Services Cell
- b) General Services Cell

### Integrated Support Services Cell

The functions of the integrated Support Services Cell:

- Develop frameworks, strategic guidance and operational guidance on all aspects of integrated support services for the ASF and AU PSOs;
- Develop integrated support plans as part of mission support for anticipated and ongoing PSOs;
- Serve as the nodal point in undertaking Mission Start-Up for new AU PSOs;
- Serve as the nodal point in the liquidation of on-going AU PSOs;
- Ensure the provision of Mission and Headquarters Start-Up equipment;
- Ensure the provision of all required integrated support services to AU PSOs;
- Acquire, manage, monitor utilization and dispose of or liquidate assets of the AU in on-going AU PSOs;
- In consultation with POU and other relevant sections of the AUC, develop and monitor deployment timelines and rotation cycles;
- Provide operational requirements and support for:
  - *Ground, Maritime and Air Transport movement;*
  - *Provisioning of Supplies;*
  - *Communications and Information Systems;*
  - *Engineering support;*
  - *Medical support.*

### General Services Cell

The functions of the General Services Cell are to:

- Provide guidance as required on the development and roll-out of MIPs;
- Develop frameworks, strategic guidance and operational guidance on all aspects of general services for the ASF and AU PSOs;
- Develop all general services plans as part of mission support for anticipated and ongoing PSOs;
- Provide effective and efficient general services support to ongoing AU PSOs;

- Develop staffing plans and tables for AU PSOs;
- Facilitate recruitment of PSOD and AU PSOs personnel;
- Provide additional capacity in the management of PSOD and AU PSO personnel matters;
- Manage agreements, namely:
  - *MoUs with T/PCCs;*
  - *Status of Mission Agreement;*
  - *Status of Forces Agreement;*
  - *Contracts with service providers and partners at the strategic level, as distinct from contracts with service providers at the mission level.*
- Initiate and provide guidance in the preparation of peace support operations budgets for AU PSOs in conjunction with relevant AUC units;
- Monitor budgetary spending of ongoing PSOs;
- Provide support to procurement processes including attendance of AU Tender Boards relating to AU PSOs;
- Participate in the processing of requisite information to enable T/PCC reimbursement by:
  - *Facilitating verification and certification of Mission Personnel Nominal Rolls and pay sheets;*
  - *Facilitate verification and certification of deployed Contingent Owned Equipment (COE);*
  - *Facilitate verification and certification of damaged/lost COE;*
  - *Facilitate verification and certification of death and disability claims;*
  - *Facilitate verification and certification of self-sustainment.*
- Participate in the development of a mission budget by:
  - *Determining mission requirements;*
  - *Coordinating partner support.*
- Provide strategic and operational guidance on matters pertaining to Conduct and Discipline in AU PSOs;
- Liaise with CDU in the development and maintenance of a database of personnel in relation to Conduct and Discipline matters in on-going AU PSOs;
- Provide overall support to all Conduct and Discipline matters in AU PSOs.



## About the Division Head

### Mr. Sivuyile Thandikhaya Bam



*Mr. Bam is currently the Head of the Peace Support Operations Division (HPSOD) in the Peace and Security Department of the African Union Commission (AUC). He assumed this position in October 2008.*

*In line with the 50th Anniversary Solemn Declaration on Peace and Security and Good Governance, Mr Bam has presided over the Division's transformational process from a militarized approach in peace support operations to one that is integrated to include governance, civil, human rights, rule of law, public safety and security and protection actors. This has seen the establishment of Civilian and Police Components in the Division.*

*Prior to the AUC appointment, Mr. Bam served as the Director: Research and Analysis in the Defence Secretariat: Department of Defence and Military Veterans in South Africa.*

*Mr. S.T. Bam holds an Honours (B.A.) in Political Science degree from the University of South Africa. He has also attended numerous defence and management programmes.*



# PSOD Staff



**Brigadier general T.K Golau**  
*Chief of Staff*



**Com. Crowd Chirenje**  
*Chief-Capability Development Unit (CDU)*



**Maj. Gen. Francis Okello**  
*Chief Plans and Operations Unit (PoU)*



**Dr Jide Martyns Okeke**  
*Chief Policy Development Unit (PDU)*



**Col. (Ret) Mor Ndiandame Mbow**  
*Chief Mission Support Unit (MSU)*



# The African Union Peace Support Missions

African Union Mandated Missions	Deployment timeline
African Union Mission in Burundi (AMIB)	2003 to 2004
African Mission in Sudan I (AMIS I)	2004
African Union Mission in Sudan II (AMIS II)	2004 to 2007
African Union Mission for Support to the Elections in the Comoros (AMISEC)	2006
African Union Mission in Somalia (AMISOM) (2007)	2007 to date
African Union Mission in the Comoros (MAES) (2007)	2007
Africa-led International Support Mission in Mali (AFISMA) (2013)	2013
African led Support Mission to the Central African Republic (MISCA) (2013)	2013 to 2014
United Nations/African Union Hybrid Mission in Darfur (UN-AMID)	
<b>AU - authorized:</b>	
United Nations/African Union Hybrid Mission in Darfur (UNAMID)	2007 to date
Democracy in Comoros	2008
Regional Coordination Initiative against the Lord Resistance Army (RCI-LRA)	2011 to Date
Multinational Joint Taskforce against Boko Haram (MNJTF)	2015 to Date





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# The Peace Support Operations Division (PSOD)

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