UNOPS

**TERMS OF REFERENCES FOR THE CONTRIBUTION OF THE AFRICAN SECURITY SECTOR NETWORK TO
BUILDING AFRICAN UNION CAPACITIES IN SSR**

I.   BACKGROUND:

Security sector reform (SSR) has been recognized by the African Union (AU) and the United Nations (UN) as an essential item on the agenda of peace, security and sustainable development in Africa. In January 2008, the Assembly of the African Union (AU) Heads of State and Governments encouraged the AU Commission (AUC) to develop a comprehensive AU policy framework on security sector reform. The AUC has completed the process of developing this Policy Framework, which was presented to and adopted by AU Heads of States and Government at the AU Summit in January 2013. However, as recognized by the AUC itself, together with a number of Regional Economic Communities and AU field liaison offices, the AU must continue to develop its capacities to implement this policy.

The SSR Unit in the UN Department of Peacekeeping Operations and the SSR capacity in the United Nations Office to the African Union (UNOAU) recently achieved a number of key milestones in the development of a UN approach to SSR, which will be of value to the AUC as it develops its own framework and approach. The European Union (EU) is also committed to supporting this important endeavour. To this end, the AU, the UN and the EU have elaborated a multi-year, multi-donor programme entitled "Building African Union Capacities in SSR", which will be implemented with technical and operational support from United Nations Office for Project Services (UNOPS) and the African Security Sector Network (ASSN).

This ASSN support to the program is in line with previous arrangements between the AU, the UN and ASSN. In November 2010, H.E. Ramtane Lamrama, Commissioner for Peace and Security in the AUC and Mr. Dmitry Titov, Assistant Secretary-General for Rule of Law and Security Institutions in UN DPKO co-signed a letter of agreement with the ASSN requesting technical support for a number of activities described in this proposal, including the development of policy tools (e.g. code of conduct for African security institutions, a manual on SSR best practices in Africa, guidance on harmonization of national security legislation);joint SSR assessments in mutual priority countries; the preparation of operational guidance materials and training and advocacy based on the continental SSR policy framework, among other activities.

II.   JUSTIFICATION OF CONSULTANCY:

The ASSN is a network of SSR experts in Africa and elsewhere, which aims to achieve well governed national security sectors and more effective collective peace and security arrangements. The ASSN has provided significant support to the AU and the UN in the area of SSR including by supporting the organization of a regional workshop on SSR in March 2009; coordinating the preparation of 9 background policy papers to inform the draft AU SSR Policy Framework; supporting the validation workshop on the AU's emerging approach to SSR in December 2009; facilitating events on "African Perspectives on SSR" co-hosted by the Permanent Missions of Nigeria and South Africa with support from DPKO SSR Unit in May 2010; and providing significant logistic and substantial support for two experts drafting sessions on the AU SSR Policy Framework in May and October 2010. In addition, ASSN and the AUC have concluded a Memorandum of

Understanding regarding ASSN support for the secondment of an SSR Advisor to the AUC; provision for two SSR Programme Assistants to assist the AU SSR project; and the provision of office equipment for AUC SSR staff. Given its access to a vast network of specialists in a number of areas of SSR-related expertise, and its on-going support, the African Union Commission has requested ASSN to provide technical and substantive support to the project.

III. DEVELOPMENT OBJECTIVE:

The overall objective of "Building AU capacities in Security Sector Reform (SSR)" is "to build African Union capacities in the key peacebuilding area of SSR through a partnership between the African Union, the United Nations Department of Peacekeeping Operations and the European Union with the aim of better positioning the AU to support national authorities with effective SSR implementation to advance social justice and sustainable peace."

ASSN will provide critical technical support to meet these objectives as described below and will also participate as a full member of the project Steering Committee.

IV. SPECIFIC OBJECTIVE(S):

The specific objectives for this project are directly derived from the AU multi-year SSR programme and include:

   A. Facilitating the process for the production, adoption and promulgation of the AU SSR Policy Framework and related instruments, in accordance with AU Summit decisions and based on the principle of African ownership;
   B. Supporting and facilitating capacity-building within the AU for SSR;
   C. Strengthening AUC and field-based consultation and collaboration between the AU, the UN, the EU and other partners in SSR and;
   D. Institutionalizing the AU's input into the elaboration of a global approach to SSR as well as the development and deployment of tools to implement this approach.
   E. Ensuring that the AU's emerging approach to SSR informs and is informed by the SSR-related policies and practices of the AU Member States and Regional Economic Communities.

The specific objective of the ASSN participation in the programme is to provide technical support in producing the outputs associated with Specific Objectives A and to participate in the activities contributing to Objective C, as elaborated below. The ASSN will be directly responsible for drafting guidance documents and tools on designated issues to support the dissemination and implementation of the AU SSR Policy Framework. The ASSN will contribute to other project objectives and provide strategic advice on the project through its participation in the project Steering Committee.

V. OUTPUTS:

ASSN will be directly responsible for producing the outputs associated with Specific Objectives A and participation in Objective C, as elaborated below.

Specific objective (A): Facilitating the process for the production, adoption and promulgation of the AU SSR Policy Framework and related instruments, in accordance with AU Summit decisions and based on the principle of African ownership.

Outputs:

- 1 published, consulted and disseminated "AU guidance on developing national codes of conduct for African Security Institutions"

- 1 published, consulted and disseminated "Manual on SSR Lessons Learned and Best Practices in Africa"

- 1 published, consulted and disseminated "Manual on Harmonization of National Security Legislation"

- 1 published, consulted and disseminated "Operational Guidance Note on SSR Assessments"

- 1 published, consulted and disseminated "Operational Guidance Note on Gender"

- 1 published, consulted and disseminated "Operational Guidance Note on Training"

- 1 published, consulted and disseminated "Operational Guidance Note on Monitoring and Evaluation"

Budget provision for all the above outputs is for at least one consultative validation workshop. If savings are made, more than one workshop should take place.

Specific Objective (C): Strengthening AUC and field-based consultation and collaboration between the AU, the UN, the EU and other partners in SSR.

Outputs:

- 5 joint reports (including recommendations on actions to be taken) elaborated on the basis of 5 joint assessments to potential SSR countries.

VI.   ACTIVITIES AND TIMING

Activities include but are not necessarily limited to the following tasks:

Please note the timings are best estimates and the intention is at the beginning of each calendar year or the start of the grant to confirm the annual work plan with the key stakeholders to ensure necessary revision can be incorporated.

Specific objective (A):

Output: 1 published, consulted and disseminated "AU guidance on developing national codes of conduct for African Security Institutions"

Activities and timing:

- Prepare first draft on basis of ToR prepared by AU (April to August 2013)
- Organize workshop consultation 1 (October 2013)
- Prepare second draft (November 2013)
- Organize workshop consultation 2 (January 2014)

- Final draft (March 2014)

Output: 2 published, consulted and disseminated "Handbook on SSR Lessons Learned and Best Practices in Africa"

Activities and timing:

- Prepare first draft on the basis of ToR prepared by AU (February 2014 to June 2014)
- Prepare a second draft (November 2014)
- Organize workshop consultation 1 & 2 (January 2015)
- Final draft (March 2015)

Output: 3 published, consulted and disseminated "Manual on Harmonization of National Security Legislation"

Activities and timing:

- Prepare first draft on the basis of ToR prepared by AU (February 2014 to June 2014)
- Prepare a second draft (August 2014)
- Organize workshop consultation 1 (September 2014)
- Prepare third draft (October 2014)
- Organize workshop consultation 2 (December 2014)
- Final draft (March 2015)

Output: 4 published, consulted and disseminated "Operational Guidance Note on SSR Assessments"
Activities and timing:

- Prepare first draft on basis of ToR prepared by AU (April 2013 to August 2013)
- Organize workshop consultation 1 (October 2013)
- Prepare second draft (November 2013)
- Organize workshop consultation 2 (January 2014)
- Final draft (March 2014)

Output: 5 published, consulted and disseminated "Operational Guidance Note on Gender"

Activities and timing:

- Prepare first draft on basis of ToR prepared by AU (April 2013 to August 2013)
- Organize workshop consultation 1 (October 2013)
- Prepare second draft (November 2013)
- Organize workshop consultation 2 (January 2014)
- Final draft (March 2014)

Output: 6 published, consulted and disseminated "Operational Guidance Note on Training"

Activities and timing:

- Prepare first draft on the basis of ToR prepared by AU (February 2014 to June 2014)
- Prepare a second draft (August 2014)
- Organize workshop consultation 1 (September 2014)
- Prepare third draft (October 2014)
- Organize workshop consultation 2 (December 2014)
- Final draft (March 2015)

Output: 7 published, consulted and disseminated "Operational Guidance Note on Monitoring and Evaluation"

- Prepare first draft on the basis of ToR prepared by AU (February 2014 to June 2014)
- Prepare a second draft (August 2014)
- Organize workshop consultation 1 (September 2014)
- Prepare third draft (October 2014)
- Organize workshop consultation 2 (December 2014)
- Final draft (March 2015)

Specific Objective (C): Strengthening AUC and field-based consultation and collaboration between the AU, the UN, the EU and other partners in SSR.

Outputs: 8 joint reports (including recommendations on actions to be taken) elaborated jointly with the African Union, United Nations and European Union on the basis of 5 joint assessments to potential SSR countries.

- Participate in preparation of ToR (May 2013)
- Participate in assessment mission 1 (June 2013)
- Assist with preparation of report (July 2013)

- Participate in preparation of ToR (October 2013)
- Participate in assessment mission 2 (November 2013)
- Assist with preparation of report (December 2013)

- Participate in preparation of ToR (May 2014)
- Participate in assessment mission 1 (June 2014)
- Assist with preparation of report (July 2014)

- Participate in preparation of ToR (October 2014)
- Participate in assessment mission 2 (November 2014)
- Assist with preparation of report (December 2014)

- Participate in preparation of ToR (February 2015)
- Participate in assessment mission 5 (March 2015)
- Assist with preparation of report (April 2015)

VII. <u>REPORTING</u>:

The reporting requirements for the activities are linked to the products that will be produced. Reporting should confirm the completion of an activity.