The Role of the Police in the African Union Mission in Somalia

Operational Support, Training and Solidarity

Cedric de Coning (NUPI & ACCORD)
Meressa K. Dessu (ISS)
Ingvild Magnæs Gjelsvik (NUPI)
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### Acronyms

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<th>Acronym</th>
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<tbody>
<tr>
<td>AMISOM</td>
<td>African Union Mission in Somalia</td>
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<tr>
<td>APC</td>
<td>Armoured Personnel Carrier</td>
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<td>AU</td>
<td>African Union</td>
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<td>AUPOL</td>
<td>African Union Police</td>
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<td>FGS</td>
<td>Federal Government of Somalia</td>
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<td>FPU</td>
<td>Formed Police Units</td>
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<td>IPO</td>
<td>Individual Police Officers</td>
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<td>PCRD</td>
<td>Post-Conflict Reconstruction and Development</td>
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<td>PDT</td>
<td>Pre-deployment Training</td>
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<td>PKO</td>
<td>Peacekeeping Operations</td>
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<td>PPC</td>
<td>Police Contributing Countries</td>
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<td>PSO</td>
<td>Peace Support Operations</td>
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<td>SLT</td>
<td>Senior Leadership Team</td>
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<td>SPF</td>
<td>Somali Police Force</td>
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<td>TCC</td>
<td>Troop Contributing Countries</td>
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<td>TFP</td>
<td>Training for Peace</td>
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<td>TTP</td>
<td>Tactics, Techniques and Procedures</td>
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<td>UNSOA</td>
<td>United Nations Support Office for AMISOM</td>
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<td>UNSOM</td>
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Executive Summary
This study is a part of a research project on Policing in Peace Operations in Africa conducted by the Training for Peace (TfP) Research Network. The overall research question is whether and how the role of policing in African Union (AU) peace support operations (PSO) may differ from that in United Nations peacekeeping operations (PKO). And if it does, what the implications are for the AU in terms of the preparation of police officers for deployment, the role of the police in AU PSOs and the development of policies and procedures unique to AU PSOs. Currently the AU relies on UN pre-deployment training and UN policies and procedures. This report examines the experiences of the AU Police (AUPOL) component in the African Union Mission in Somalia (AMISOM), focusing on security, mentoring, capacity-building, gender mainstreaming and training of AMISOM police.

AMISOM was authorized by the AU Peace and Security Council on 19 January 2007 with a mandate to stabilize the situation in order to create conditions for the conduct of humanitarian activities and transfer of authority to the UN after six months. However, the UN did not take over the mission, and over the years the mandate has expanded. The main tasks of AMISOM today are to support the Federal Government of Somalia (FGS) in reducing the threat posed by al-Shabaab and other armed opposition groups, to support the FGS in expanding control over national territory and assist in establishing conditions for effective and legitimate governance across Somalia. AMISOM has three components: military, police and civilian.

The AMISOM police component is mandated to train, mentor, monitor and advise the Somali Police Force (SPF) with the aim of transforming it into a credible and effective organization that adheres to international standards. AUPOL consists of individual police officers (IPOs), two Formed Police Units (FPUs) and is led by a Senior Leadership Team (SLT).

Security
In the case of AMISOM, the most effective use of the FPUs seem to be joint operations that bolster the confidence of the SPF and further

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1 The Training for Peace (TfP) Research Network was established in March 2013 at TfP’s Annual General Meeting in New York to facilitate discussion and collaborative research on common topics of interest that fall under TfP. In 2014 the Research Network has been focusing on policing, specifically on the challenges related to policing in AU and UN Peace Operations in Africa.

2 For AMISOM’s mandate, see: http://amisom-au.org/amisom-mandate/

3 For an overview of AMISOM’s police component, see: http://amisom-au.org/mission-profile/amisom-police/

4 AMISOM had two FPUs deployed in Mogadishu when this research was conducted, but a third is now being deployed to Kismayo.
enable and empower the SPF to carry out their policing task. Together these contribute to supporting the capacity of the FGS to control and secure the territory under its control, and to provide law and order to the people of Somalia.

The FPU concept in Somalia bears a strong resemblance to the UN FPU concept, as regards the setup of the FPUs and the provision of public order management. However, there is also evidence of some adaptation to the AMISOM context, in the tactics, techniques and procedures (TTPs) employed by the FPUs as well as in the equipment used in AMISOM. The research team recommends that AMISOM should do more to capture and codify the TTPs developed by the FPUs in AMISOM, for use in future AU missions with a similar stabilization mandate.

Another issue that may drive adaptation is the need to deploy the FPUs in newly liberated areas. As AMISOM is unlikely to count on more than three FPUs for the foreseeable future, AMISOM, in cooperation with the Police Contributing Countries (PPCs) will need to find ways of re-designing the FPUs so that they can be broken down into smaller units (platoons with supporting elements) that can operate in different areas in Somalia.

One main finding of this report relates to the security function of AUPOL. We question whether using police officers to provide armed escorts is the best use of limited police resources. Dedicated guard units or private security companies might provide this service more efficiently, and the FPUs could then be freed up to perform their primary policing tasks.

**Mentoring**

The research team found that the mentoring model creates an unequal us-and-them relationship that is not conducive to the solidarity and local ownership principles of the AU. The team recommends that the AUPOL should shift from a mentoring model based on compliance with international standards to a solidarity model based on supporting the local police to improve the effectiveness of their work to ensure law and order.

The team therefore recommends that AMISOM and the SPF should develop, as a joint and collaborative effort, a guidance framework for police stations adapted to the context and the human and material resources available. Such a framework should set out the Tactics, Techniques and Procedures (TTPs) that Somali Police officers are to follow. International standards should inform this process, but the focus should be on effective policing that can ensure law and order, serving the Somali people in the best possible way.
Capacity-building
With regard to capacity-building, the research team recommends that AUPOL should closely follow the AU’s Post-conflict Reconstruction and Development (PCRD) policy framework and adopt a position of solidarity with the host nation. The AU should support the principle of local ownership and support the host government in its efforts to lead and coordinate international support. The AU should not be perceived as a donor, or as representing the donor community. For these reasons, the team recommends that the AU should not undertake medium-to large-scale development-type projects. If the AU does have funds it wishes to make available for such projects, funding is best channelled via the government or local civil society. However, the AU could consider small, quick-impact projects such as a ‘police station in a box’ project where AMISOM IPOs support to police stations could be enhanced with a six-monthly re-supply of basic police equipment like ledgers and stationery, basic forensic equipment, etc.

The team also recommends that AU missions should have senior PCRD advisors who can support the senior leadership team with advice on the appropriate role of the mission as regards peacebuilding and post-conflict reconstruction.

Rule of Law
The team recommends that AMISOM create a Rule of Law section. If it proves impossible to gain support for creating an additional section within the civilian component, then we recommend that AMISOM creates a Rule of Law Integration section within the AUPOL component. Currently AMISOM deals solely with the police dimension of the Rule of Law system. AMISOM is the only international actor with the potential to provide operational support to the Rule of Law system in Somalia, thereby further facilitating and encouraging a holistic approach to the Rule of Law system and its various dimensions, in Mogadishu and in the newly liberated areas. The team thus recommends that AMISOM should create a Rule of Law section, or a Rule of Law Integration section within the AUPOL component, and that it should recruit from its member states officers with the relevant judicial reform background, as well as corrections officers, to staff this unit.

Training
The team examined the training which the police deployed to AMISOM have received, whether as pre-deployment, induction or ongoing in-mission training. The team found that most IPOs had undergone generic pre-deployment training, but many had not received mission-specific training. Whereas comprehensive induction training is offered by AMISOM, the team recommends that all generic elements should be discarded, placing the focus only on mission-specific information and training. The team also found that even greater efforts should be invested in preparing police officers for the Somali police context within which they will operate.
There is room for more specialized in-mission training courses and follow-up training to help AUPOL officers adapt to and develop skills for the specific roles they are tasked to perform. There seem to be many unexplored opportunities for joint training with the SPF. Joint AUPOL–SPF training can go a long way to break down the us-and-them culture resulting from the mentoring model, and in its place create the bond of solidarity between the AU mission and the local police force that should be the hallmark of AU PSOs.

**Gender**
The team noted that there was no female representation at SLT level in AUPOL in AMISOM. The team recommends that a special initiative be launched to identify, prepare and recruit senior female police officers, so that they can serve in decision-making positions in AU PSOs. Further, AUPOL should develop its own gender mainstreaming strategy for the Police Component’s internal and external activities in addition to the missions overall gender strategy.

**Conclusions**
The research team concludes that there are significant differences between UN and AU policing in general, but concedes that some have more to do with the differences between peacekeeping and stabilization mandates, and are thus not differences between UN and AU missions per se.

Based on this finding the research team considers the generic UN pre-deployment training to be adequate as a general preparation for international police officers. However, it recommends that much more attention be devoted to mission-specific training and related preparations that can take the particular context and needs of every mission into account. Similarly, induction training should focus more on retooling police officers for the specific context and mission where they will be working; specialized in-mission training can be further used to prepare and skill police officers for their specific roles in a given mission context.

In addition the AU should take care not to design and structure the function and composition of AU police components on UN police roles, without taking the specific context and needs of the AU mission into consideration. As per the recommendations contained in this report, the research team suggests that the AU should reconsider the mentoring approach in AU operations, and review the role of AU missions in general and AUPOL in particular, as regards capacity-building and development.
1. Introduction

This report is part of the Training for Peace (TfP) Research Network project on Policing in Peace Operations in Africa. The primary research question of the study is whether and how the role of policing in African Union (AU) peace support operations (PSO) may differ from that in UN peacekeeping operations.

The missions and countries to be covered in the overall TfP research study are as follows: the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA); the African Union–United Nations Hybrid Operation in Darfur (UNAMID); and the African Union Mission in Somalia (AMISOM). The AU missions to date have had stabilization mandates that differ from UN peacekeeping doctrine in that there has been no ceasefire or peace agreement in place to be monitored or supported. The AU operation in Burundi managed to stabilize the situation sufficiently to allow all the rebel groups to enter into peace negotiations. In Darfur and the Central African Republic the AU contributed to the protection of civilians and prepared the ground for a follow-on hybrid AU–UN operation in Darfur and a UN mission in the Central African Republic. In Mali and Somalia the AU has been protecting the government from an insurgency. By studying the missions in Darfur, Mali and Somalia, the joint TfP research project will be able to compare the role of the police in an AU mission, a hybrid AU–UN mission and a UN mission. The mission in Darfur has a protection-of-civilians mandate in the context of a larger dispute without a ceasefire or peace agreement. The missions in Mali and Somalia assist the respective governments with dealing with Islamic insurgencies. All three missions thus have shared elements in their mandates that may facilitate comparison of their police roles.

TfP supports both the AU and the UN in the development of PSO policy and doctrine, including for policing, and is engaged in pre-deployment and in-mission police training. Currently AU police policy and training are based on UN police policy guidance and the UN police training curriculum. If AU policing differs significantly from UN policing, then the AU may need to develop its own police policies and its own training courses to augment or replace the UN policies and training material currently used by TfP and others to prepare African police officers for deployment to AU PSOs.

Research questions

Given this broader research question and context, this study of the role of the police in AMISOM provided the team with the opportunity to address the following two research questions:

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5 Recently several UN peacekeeping operations have also been deployed in situations where there is no ceasefire or peace agreement in place. One such mission – MINUSMA (Mali) – has been included in the TfP study, to enable comparison of UN and AU stabilization missions.
1. Does the role of AU police in AMISOM differ from that of UN police that they have been trained for?

2. If there is a difference, is it significant enough to warrant special preparation and training beyond the standard UNPOL courses that TfP currently uses for pre-deployment training?

Based on these two research questions the team examined the roles and functions performed by AMISOM’s police component in the context of their mandate, analysed the training they have received and considered whether the training prepared them adequately for the functions they have been mandated to perform. In this report we focus specifically on security, mentoring, capacity-building, gender and training of AMISOM police.

Methodology

The report is based on field research conducted by a joint TfP team that visited AMISOM in Mogadishu, 27–31 January 2014. The team consisted of three TfP partners: the African Centre for the Constructive Resolution of Disputes (ACCORD) represented by Seun Abiola, Coordinator of the Peacekeeping Unit; the Institute for Security Studies (ISS), represented by Meressa K. Dessu, Researcher and Training Coordinator; and the Norwegian Institute of International Affairs (NUPI), represented by Cedric de Coning, Senior Researcher, and Ingvild Magnaes Gjelsvik, Junior Research Fellow, both from the Peace Operations and Peacebuilding Research Group at NUPI. In addition a member of an independent team of evaluators that was undertaking a review of TfP at the time, Anna Paterson, joined the field visit to Somalia to interview police officers trained by TfP as well as their superiors, and to get a better understanding of training needs from a mission perspective.

During the field visit the team conducted key informant interviews and focus group discussions with representatives from various sections of the AMISOM Police Component in Mogadishu. In addition meetings were held with senior leaders of the Somali Police Force, including its Deputy Inspector General, and representatives from the United Nations Assistance Mission for Somalia (UNSOM) responsible for rule of law and security sector reform. In total, the team conducted six key informant interviews with senior managers and eight focus group discussions with Individual Police Officers (IPOs) and Formed Police Units (FPUs). Methodologically, both purposive and convenience methods of selection were employed; among the criteria used were gender, national representation, professional specializations and areas of responsibilities. A total of 41 individuals participated in the discussions, including six women, and the groups ranged from four to eight participants.
2. AUPOL in Somalia

For more than two decades, Somalia has been held up as the most obvious example of a failed state. Somalia has been in a state of low-intensity civil war since 1991, but at times the level of violent conflict has intensified, especially in parts of Mogadishu. Years of conflict, lawlessness and drought have resulted in large numbers of internally displaced people and refugees. For most of this period there has been no functioning central government in Somalia. However, lack of a central government is not synonymous with lack of governance or functional power structures. For a heavily clan-based society like that of Somalia, state and clanship are part of the same story and the same political dynamics. Despite – or perhaps due to – a weak central government, traditional systems have continued to provide mechanism of justice, law and order. Many people turn to customary justice and traditional non-state actors such as elders or Shari’a to solve an issue, rather than to the police.

The African Union Mission in Somalia (AMISOM) was authorized by the AU Peace and Security Council on 19 January 2007 with a mandate to stabilize the situation in order to create conditions for the conduct of humanitarian activities and an immediate takeover by the United Nations. Over the years the mandate has expanded; today the main tasks of AMISOM are to support the FGS in reducing the threat posed by al-Shabaab and other armed opposition groups, support the FGS in expanding the control of national territory and assist the FGS in establishing conditions for effective and legitimate governance across Somalia. AMISOM is today the largest multinational peace operation in the world, with just over 22,000 troops from Uganda, Burundi, Djibouti, Sierra Leone, Kenya and Ethiopia deployed in six sectors in South Central Somalia. In addition to the military component, AMISOM also has a civilian and a police component.

AMISOM’s police component is tasked with training, mentoring and advising the Somali Police Force (SPF) in various types of police work, including mentoring on basic police duties such as human rights observation, crime prevention strategies, community policing, search procedures and investigations. UN Security Council Resolution 2093

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6 Somalia is often seen as consisting roughly of three areas: Somaliland, Puntland and South Central Somalia. Somaliland in the northwest has its own independent administration and has been relatively peaceful since 1991. Puntland in the north-east has an autonomous administration that falls under the Somali Federal Government. In this report, ‘Somalia’ refers to the area in the south, also called South Central Somalia.


8 Ibid.

9 For more information on AUPOL’s tasks, see: http://amisom-au.org/mission-profile/amisom-police/
(2013) expanded the AMISOM mandate to assist the FGS with the implementation of the Somali national security plan (2011–2014) through training and mentoring of the national security forces, in addition to conducting joint operations. The first IPOs were deployed in Somalia in 2009; and the first FPUs arrived from Uganda and Nigeria to support the SPF in providing security in the capital in 2012.10

At the time of the team’s field visit to Mogadishu, the AUPOL component in the AMISOM consisted of 517 police officers, including 279 FPUs from Uganda and Nigeria and 233 IPOs from Ghana, Nigeria, Uganda, Kenya and Sierra Leone. The Senior Leadership Team consists of five officers; and the Police Component was at the time headed by Acting Police Commissioner, Mr. Benson Oyo-Nyeko. There were 56 female IPOs and 35 female officers in the FPUs. AMISOM had police officers in two of the six sectors where AMISOM were present in South Central Somalia – in Banaadir (Mogadishu) and Bay (Baidoa).

3. Security

As there is no holistic peace agreement in Somalia at the moment, security remains a challenge. The two FPUs from Uganda and Nigeria were the first of their kind deployed in an AU Peace Support Operation. As per the latest UN Security Council mandate (2013) the FPUs are to protect AMISOM personnel, particularly the IPOs and mission leadership, other international partners and the Federal Government of Somalia (FGS) to enable them to carry out their functions. The FPUs assist in ensuring improved security in the liberated areas through joint patrols with the Somali Police Force (SPF), assisting in public order management and provision of VIP escorts as well as providing protection to the AU IPOs when they are co-located with the SPF in selected police stations and at SPF headquarters. With the focus on security and the need to support the local police in the newly liberated areas, there are plans to increase the number of FPUs in AMISOM from two to three. In order to achieve an increase in the number of FPUs while remaining within the approved strength, the number of IPOs will be reduced by half.

The identified roles of FPUs in AMISOM are:

VIP Protection and Escort

- protection of AMISOM personnel via escorts and by providing VIP protection where necessary, hereunder accompanying IPOs

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10 Segui, Neu Ramis (2013). The Role of the Africa Union in Somalia: Where to go from here with the AMISOM Peace Operation? Policy Paper, Institute Catala International Per La PAU, No. 08, April
• protection of other international staff and visitors, including those from United Nations Assistance Mission for Somalia (UNSOM), United Nations Support Office for AMISOM (UNSOA) and other UN agencies via escorts and by providing VIP protection where necessary

• VIP protection and escorts for senior FGS figures

Supporting the Somali Federal Police

• public order patrols

• supporting joint operations, e.g. roadblocks, cordon and search operations, etc.

• Quick Reaction Force to respond to terrorist incidents and other crisis situations

Observations & Recommendations
Initially the FPUs were deployed to relieve the pressure on the military component. The logic was that if the police could assume responsibility for VIP protection and escorts in Mogadishu, the military could focus on liberating and controlling more territory. Although this may tactically have been an effective way to increase the overall number of personnel in AMISOM, especially given the challenges entailed in increasing the number of troops and Troop Contributing Countries (TCCs) at the time, one must question whether using police officers to provide armed escorts is the best use of these limited resources.

With AMISOM, the most effective use of the FPUs seem to be joint operations that can bolster the confidence of the SPF and that further enables and empowers the SPF to carry out their policing task. Together these contribute to supporting the capacity of the FGS to control and secure the territory under its control and to provide law and order to the people of Somalia.

The FPU concept was developed in the UN peacekeeping context for public order management. However, the way that FPUs are used in AMISOM differs from the UN model, as public order management is only a small part of the FPU role. The question then arises: are the FPUs deployed to AMISOM sufficiently trained, equipped and prepared for their specific roles in AMISOM? The fact that the FPUs use the same basic UN FPU model of 140-person sized units or companies, and are deployed with much of the same public order equipment, suggests that there is a fair amount of carry-over of concepts and approaches from the UN FPU model. There is also evidence of adaptation of the UN model to the AMISOM context – in the tactics, techniques and procedures (TTPs) employed by the FPUs as well as in the equipment used in AMISOM. However, this adaptation appears to involve mainly the unit
and national preparation level: more can be done by AMISOM and the AU to codify the TTPs developed by the FPUs in AMISOM. This could include identifying good practices and capturing these in a new doctrine for FPUs in AMISOM and future AU missions with a similar stabilization mandate.

One issue that is likely to further drive adaptation is the need to deploy the FPUs in the newly liberated areas. Given the total number of FPUs approved for the mission and the limited resources available, AMISOM at present can increase its police strength with only one more FPU. In future, the FPUs may have to be broken down into at least two sub-units of approximately 70 each. The research team was told that Police Contributing Countries (PCCs) were reluctant to do so because the UN model has been designed around a 140-strong FPU, and its support functions were not resilient enough to support two subunits deployed in two or more different towns.\textsuperscript{11} It is recommended that the AU task the PCCs to adapt the design of future FPUs so that they can be broken down into self-contained subunits which can be deployed and supported in different locations. This will require an adaptation to the UN model as regards the support units as well as the TTPs of the new smaller operational units.

Two important further considerations are mobility and security. Each FPU unit deployed on its own must be able to provide its own security. Although close cooperation with its military counterparts is required, it must, as a last resort, be able to extract itself: this implies that such units must have at least two platoons, one to be held in reserve, with the necessary mobility, so that it can extract the other if necessary. Breaking up the 140-FPU model to meet AMISOM’s expanding needs will thus require that PCCs change the composition of future FPUs so that they can operate as two fully independent companies; each company must have two operational platoons, with sufficient mobility to extract each other.

Mobility is central to full utilization of the FPUs, and in the AMISOM context that means the number of operational Armoured Personnel Carrier (APCs). The research team found that the FPUs did not have access to enough APCs to use their full capability at any given moment. Procuring more APCs will thus be important for raising the overall effectiveness and utility of the FPUs in AMISOM.

\textsuperscript{11} As AMISOM officers explained, ‘Even though FPUs consist of 140 members each, only 96 are operational and the others are in support of the operational members and consist of a doctor, nurses, drivers, mechanics, plumbers, carpenters and electrician. This is because they need to be self-supporting and contained to be deployed as a unit to any place. To split them will be difficult to manage the support staff in the split units unless there are additional support staff created for this purpose, which will mean having a large number of support staff to complement a small amount of operational members.’
Some countries, like Nigeria, deploy FPUs to both UN and AU operations. From the perspective of national policy, procurement, logistics and training, one can understand the utility of standardized doctrine, TTPs, equipment and training for all their FPUs. Preparing those units that deploy to AU missions differently from those deployed to UN missions could require additional efforts at the national level. However, adequately preparing the FPUs – also at the level of design, composition and equipment – for their specific mission could make a huge difference to their operational effectiveness.

It should also be noted that several new UN peace operations authorized over the past 24 months – in particular the new mission in Mali, the Forced Intervention Brigade deployed in the eastern Democratic Republic of the Congo and the newly authorized mission to the Central African Republic – also have stabilization type mandates. These differ considerably from standard UN peacekeeping doctrine that assumes that a ceasefire or peace agreement is in place, and the FPUs that operate in these missions are likely to have to adapt to these stabilization missions in the same way that the FPUs deployed to AMISOM had to adapt their TTPs. The difference may thus not be so much between AU and UN missions, but between the different roles that police officers and FPUs perform in peacekeeping and stabilization missions.

The FPUs are performing a critically important function in AMISOM. Ideally, as indicated, the VIP protection and escort duties should be performed by a guard force or a private security contractor so that the FPUs could concentrate their specialized skills on supporting the SPF. However, as this is unlikely to happen in the short to medium term, the FPUs should be managed so that they can maximize their support to the SPF while still performing essential VIP protection and escort duties that cannot be performed by others. Extending the reach of the FPUs to other liberated areas is also a critical enabler for the work of the IPOs, the civilian component of AMISOM and other international actors.

4. Mentoring

In the context of post-conflict societies, UN police are frequently mandated to assist and support the reform, restructuring and rebuilding of the host country’s police. Effective law enforcement not only restores public order but also assists in re-establishing the confidence of the population in the governing capacities of the state. In UN peacekeeping missions, the UN police typically support their local police counterparts by providing mentoring, advice and training. The latest UNSC Resolution 2093 (2013) authorizing AMISOM provides for the AU police to advise and mentor the SPF. In AMISOM IPOs working on capacity-building are engaged in activities such as advising and men-
toring in core policing areas like police operations, crime investigation, administration, and training.

Some IPOs were also advising and supporting the SPF in developing a strategic action plan and other working documents that have been subsequently adopted by the Somali Parliament. However, due to security constraints requiring the IPOs to be escorted by FPU units, the advisory and mentoring activities of the former were limited to SPF headquarters and a few police stations in Mogadishu. Thus, the work of the IPOs was dependent on the availability of FPUs.

**Observations & Recommendations**

The team found that the mentoring role of the IPOs was problematic, for several reasons. The logic of the UN model where IPOs act as mentors assumes that the IPOs have ‘superior’ knowledge and experience in international policing standards and that the mentoring process will help to transfer this knowledge to the local police. The team was unsure whether these assumptions hold true in general, and even more so in the case of Somalia.

It is unclear to what degree the IPOs have a common understanding of the ‘international standards’ they are meant to transfer to their SPF counterparts. In the absence of a clear set of pre-agreed international standards, IPOs will naturally base their guidance to the SPF on their own national police standards and procedures. As these differ from country to country, and IPOs serve for approximately one year, this may result in contradictory advice coming to the SPF from several IPOs from different countries over the lifespan of AMISOM. This applies equally to UN missions: it is not a criticism levelled at AMISOM as such, but at the mentoring concept of international policing in general.

The team also found that there was a gap between the relevance of the ‘international standards’ on which the IPOs were basing their advice, and the reality of day-to-day policing and rule of law in Somalia. In her work on policing in Somalia, Alice Hills points out that the Somali police are well aware of international policing standards; however, they also operate in a context where formal, customary and
Shari’a law all are utilized. Hills argues, that a Western model of policing can be misleading in this context, and that Somali policing structures are perhaps better understood as projects of changing of social and political processes with the emphasis on interpretation and accommodation. The Somali police respond adaptively to the international actors’ wish that they adhere to international standards, by integrating aspects of international understanding and indigenous realities. The team holds that much more can be done by AMISOM to study and understand the local context within which Somali policing has to function, and to adapt the advice and support AMISOM can provide to the Somali police to their context and objectives.

AMISOM IPOs need to recognize that the Somali police are the local sovereign authority in Somalia and that they operate according to the Constitution, laws and social customs of the country. Enforcing international standards without taking the local context into consideration may cause harm to the individuals concerned, as well as having other negative side-effects and unintended consequences. For instance, AUPOL personnel interviewed in Mogadishu noted the tension between enforcing international detention without trial periods, and resorting to traditional methods of justices that may not meet international standards. Hills points out that SPF officers must repeatedly negotiate between the contradictory demands of donor insistence on civilian policing and the Somali government’s need for counter-insurgency operations; in the end, local norms and practices emerge as the most influential element in everyday policing and police work. AMISOM IPOs therefore need to adapt their knowledge to local realities before they can provide relevant and meaningful advice and support to their SPF counterparts.

In this regard it is recommended that the AUPOL moves away from a top–down mentoring model based on compliance with international standards to one of solidarity, support and partnership. The new emphasis should be on effective policing by the SPF, where the success of AMISOM is measured by the degree to which it is supporting the SPF in achieving its goals, objectives and standards. In this process AMISOM can assist the SPF in integrating international standards and best practices where appropriate, but this should not be the only or main task of the IPOs. Such a change will require a mind-shift within the AMISOM police component and will need to be continuously

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13 Ibid.
14 Ibid.
reinforced through induction training, in-mission specialized courses and the example of leadership.

The team also recommends that AMISOM and the SPF should develop, as a joint and collaborative effort, a guidance framework for police stations that should set out the Tactics, Techniques and Procedures (TTPs) for Somali Police officers to follow. As part of developing the guidance framework AMISOM should together with the SPF discuss how to best develop the TTPs to comply with international standards and best practices whilst taking into account local laws and social customs. Such a process is also an important step towards building trust and confidence between AMISOM and the SPF, and rectifying the imbalance created by the top–down mentoring model. In the end, international actors can exert only influence when Somalis welcome this.16

The guidance framework for police stations will also serve as a platform for AMISOM’s subsequent support, generating a clear set of objectives and a work plan that AMISOM and other international partners can support. The guidance framework should be periodically revisited and the work plan will need to be updated frequently, at least annually. The training provided by AMISOM and other international partners will need to be adjusted accordingly, so that all SPF officers are trained according to the same TTPs.

The team also observed that the language gap between AMISOM IPOs and local police officers created a significant barrier to effective communication. This aspect requires focused attention. The team recommends three options:

(1) AMISOM can employ more language assistants dedicated to its police work;

(2) AMISOM can work with the SPF and other international partners to develop a project to hire police liaison officers employed by the SPF. The main function of the liaison officers would be to support interaction between the SPF and all their international partners, including AMISOM.

(3) AMISOM can work with the SPF and other international partners to identify SPF officers who can speak English, and provide them with further support and training. In this way SPF will build up a cadre of English-speaking police officers who can act as liaison officers between the SPF and international counterparts.

16 Ibid.
The team considers option 3 to be the most sustainable in the long run. It also addresses the concerns with confidentiality entailed by options 1 and 2.

Security of the IPOs is another critical challenge as regards advisory and mentoring activities. At the time the research was conducted approximately 97% of AMISOM’s police officers were concentrated in Mogadishu; only 15 IPOs were deployed to Baidoa. Without an FPU presence, these officers were dependent on their military counterparts for escorts.

5. Rule of Law

Whilst AMISOM’s AUPOL component deals with the police dimension of the rule of law system, AMISOM does not currently have personnel who can deal with the judicial or corrections dimensions of the rule of law. UNSOM has a small rule of law section focused on policy advice and coordination. Other UN agencies and international actors provide support to the justice sector and to a lesser extent the corrections dimension. AMISOM is the only international actor with potential to provide operational support to the whole rule of law system, thereby further facilitating and encouraging a holistic approach\(^\text{17}\) to the system and its various dimensions, in Mogadishu and in the newly liberated areas.

Observations & Recommendations

The imbalance between support to policing and support to the judicial and corrections dimensions is widely acknowledged. The best way to address this gap would be to create a Rule of Law Division within AMISOM, for instance under a deputy Special Representative of the Chairperson of the African Union Commission as has been done in some UN mission. In that way there can be civilian rule of law and judicial experts, and corrections officers and experts, operating alongside AUPOL in one integrated division, to ensure a holistic approach to the rule of law in supporting the Somali criminal justice system.

However, due to funding constraints there is likely to be little support among AMISOM’s partners for significantly increasing the civilian component and adding a rule of law division or section, and recruiting judicial and corrections officers. The team thus recommends that AMISOM should create a Rule of Law Integration Section within the AUPOL component; further, to staff this unit, AMISOM should recruit, from its member states, officers with the relevant judicial reform background, as well as corrections officers.

\(^{17}\) For more on holistic approaches see ACCORD’s special issue in Conflict Trends: Towards a Holistic Approach to Peacekeeping, 2, 2014. 
The function of this unit can be to ensure that the work of AUPOL is closely integrated with the larger rule of law dimensions of the Somali Federal Government’s current work and future plans and the rule of law support provided to the government by the international community. Such a unit would not be able to serve as a truly integrated judicial corrections police division, but at least it could help to ensure that the work of AUPOL takes the broader rule of law context into consideration, as well as being coordinated with other Rule of Law actors, such as UNSOM, UNDP and bilateral donors and partners.

AMISOM is also in a unique position, compared to other international actors in Somalia, as regards being able to operate in highly insecure and newly liberated areas. The mission has access to crucial information and could use this comparative advantage to compile and publish updates and reports on issues and developments related to the rule of law, security, police reform etc. that could be highly useful for other actors.

6. Capacity-building

Whilst the emphasis in AMISOM is on security, the AUPOL mandate has included, from its inception, an element of capacity-building and development. Initially the AMISOM Police Commissioner co-chaired the Police Working Group with the Inspector-General of the SPF. Currently the Working Group is chaired by the SPF Inspector-General, with secretariat functions provided by UNSOM. Major supporters of the SPF are the United Kingdom, Italy, Turkey, Japan, the EU and UNDP.

Further, AMISOM provides training to the SPF at various levels and has deployed senior mentors to SPF headquarters to give support and advice on police reform. AMISOM has also supported the SPF with specific projects, such as the refurbishment of SPF headquarters with funding provided by Japan.

The mentoring provided by the IPOs also has a capacity-building and development function, and has at times involved projects at the police station level.

Training provided by AMISOM for the Somali Federal Police

AMISOM police has conducted training and refresher courses for middle-level officers and new recruits. These courses include traffic management, basic criminal investigation techniques, training the trainers, management courses for middle- and junior-level managers, driving and fleet management, and public order management. Since 2009 AMISOM, together with its partners, has trained approximately 2,300 Somali police officers, including approximately 200 female officers. Some these trainings were facilitated outside of Mogadishu, in Djibouti, Kenya and Uganda. Based on a needs assessment, a new
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A training package for the SPF has been developed which includes the following components:

1. courses for newly-promoted police lieutenants, in order to prepare them for duties as station commanders in the liberated areas of Somalia;

2. public order training in consultation with the Angola National Police and Italian Carabinieri;

3. a search–seize–dispose of explosives course;

4. training to prepare the SPF to effectively perform duties in VIP protection and general law and order maintenance;

5. training packages in areas including gender-based violence, child rights and protection in conflict and post-conflict environments, training of trainers, community policing, traffic management and basic criminal investigation courses.

Observations & Recommendations

The AU should carefully consider its role in capacity-building and development. In the UN model, the UN has typically assumed the coordination role in the area of capacity-building and development. The UN is expected to play a convening role that brings the international community together to coordinate its assistance and support to a host government. Thus, the highest UN representative and relevant host government official has generally co-chaired the various coordination mechanisms.

Initially when AMISOM’s Police Commissioner was asked to co-chair the Police Working Group this may have seemed logical, because AMISOM was the only international entity with an international police presence. It was also probably an automatic extension of the role normally played by a UN peacekeeping mission in similar circumstances.

However, a regional organization like the AU cannot have the same convening power as the UN for international development coordination, as it represents African countries only. All the traditional donors and new development cooperation actors are member states of the UN, making it natural for the UN to play such a coordinating role.

According to the AU’s PCRD Policy Framework, the principle stance of the AU in post-conflict reconstruction is one of solidarity. The AU PCRD policy framework also accords considerable prominence to the principle of local ownership grounded in national sovereignty and the right to self-determination in international law. This implies that the AU should be positioned in support of the host government and population. It is not always possible to reconcile this principle of soli-
darity with representing and serving as the voice of the international development community, especially when this community includes the large traditional donors that are also contributing to the funding of the AU mission.

The team recommends that AU peace support operations should in the future not take on roles that may appear to align the mission with the international development community. Instead missions should closely follow the AU’s PCRD policy and adopt a position of solidarity with the host nation. The AU should thus support the principle of local ownership, assisting the host government in its efforts to lead and coordinate international support.

For the same reasons, the research team does not recommend that the AU undertake medium- to large-scale development-type projects. By being involved in such work, the AU is likely to be perceived as an external donor, by recipients and the other donors, which might undermine perceptions of AU solidarity with the government and people of Somalia. If the mission has funds available for development-type projects, they can best be channelled via the government or local civil society.

However, the AU could consider being more proactively engaged in quick-impact projects aimed at helping to achieve the mandate and objectives of the mission. Naturally, such work must be aligned with the objectives of the host government and population. For instance, the team heard from the IPO mentors that the ability of the SPF is impeded by lack of basic police equipment and facilities. This led the team to think of a ‘police station in a box’ project whereby AMISOM IPO support to police stations could be enhanced with a six-monthly re-supply of basic police equipment such as ledgers, stationary, basic forensic equipment, etc. Moreover, small-scale refurbishing at police stations, especially their cells, could make a huge difference to the effectiveness of the Somali police. However, AUPOL should avoid becoming a mere implementing partner for quick-impact projects designed by others. AUPOL must insist on being part of the design and management process, so that it can ensure that such projects are carried out in support of the needs and priorities identified by the SPF. AUPOL must ensure that the SPF is sufficiently involved in the decision-making process, in line with the national and local ownership principles of the PCRD Framework.

The team also recommends that AU missions should have a senior PCRD advisor who can advise the senior leadership team on the appropriate role of the mission in the area of peacebuilding and post-conflict reconstruction.
7. Training
Pre-deployment, induction and on-going training are the three main phases of peacekeeping trainings identified in the strategic peacekeeping training needs assessment\(^\text{18}\) based on the new UN peacekeeping training strategy from 2008.

According to the assessment, pre-deployment training (PDT) refers to the generic, specialized and mission specific training, where appropriate peacekeeping training based on UN standards is to be conducted prior to deployment. The target audience includes all peacekeeping personnel – military, police and civilians. Importantly, PDT offers an opportunity to impart standardized information to peacekeepers, provide an introduction to the peacekeeping mission and promote common approaches and understandings of policies and practices.

Induction training refers to training given to peacekeeping personnel as soon as possible after arrival in the mission area. The benefit of induction training, as noted in the assessment report, is that it provides an opportunity to introduce and familiarize all categories of the peacekeeping personnel with a range of important mission-specific topics and departmental priorities, including generic, specialized and mission-specific training for military, police and civilian personnel.

On-going training comes subsequent to induction training. The term refers to any training activities for peacekeepers conducted during their assignment, aimed at upgrading their skills or specialties.

Observations & Recommendations
During focus group discussions with IPOs, where representatives from all PCCs were present, the team found that most IPOs had undergone generic peacekeeping pre-deployment training. Many found this useful for learning about their own safety and security in missions, adaptation to mission environments and mission operational activities. However, many police officers did not receive a mission-specific course and some had received the pre-deployment training quite a long time before being deployed to the mission.

The Training Section of the AMISOM police also noted the challenge involved in getting the right people, with suitable backgrounds and skill-sets, into the right positions. As mentioned, it is the PCCs, and not the mission, that select the personnel to be deployed to the mission. A related challenge was that the answers to the standardized test following the PDT, the SAAT, were widely known. Thus, people can prepare for the specific questions and pass the SAAT without actually having the comprehensive knowledge required. It was suggested that the AU

should enter into dialogue with the UN to ensure that the tests are regularly amended and can serve as a reasonable reflection of the police officers’ knowledge and skills.

The research team learned from the interviews and documents provided that a six-day induction course was provided to the IPOs, as well as a shorter induction course to the FPUs, upon arrival in the mission. The induction training included a combination of generic and mission-specific topics, like that of UN missions. Among the 30 topics for the induction training were short introduction to the Somali police and legal system, Somali culture and an introduction to AMISOM and its mandate. Many of the police officers interviewed were of the opinion that a more comprehensive induction training package, with a stronger component focusing on the Somali police context in which the SPF officers are to operate, would have prepared them better for their duties.

Police officers interviewed from both the IPOs and the FPUs also held that more on-going or in-mission specialized training would have helped them to improve their ability to carry out specific roles in the mission. According to AMISOM’s mandate IPOs are engaged in policy-making, institution-building and restructuring and reforming the SPF through day-to-day activities of advising, mentoring and trainings. This requires specific skills in mentoring and training, rebuilding, restructuring and reforming of police institutions adapted to the complex and multidimensional mission environment in which they are working. Comprehensive on-going training tailored to the mission is important to ensure the managerial and operational skills of the police officers. All respondents, including the Senior Leadership Team, voiced the need for more and frequent on-going capacity-building trainings, in particular with the IPOs, to improve effectiveness while carrying out their mission duties.

There seem to be many opportunities for joint training with the SPF and AUPOL, and such joint trainings can go a long way to break down the us-and-them culture resulting from the mentoring model. Joint trainings provide an opportunity to create the bond of solidarity between the AU mission and the local police force that should be the hallmark of AU PSOs. These courses should also aim at developing a common understanding of what procedures and standards the SPF envisions for its police stations and other units, as well as specialized training in investigation work and other specific skills identified by the SPF.
8. Gender

The African Union has adopted tools to fulfil the objectives of UNSC resolution 1325 (2000) on women, peace and security, including the Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa, also known as the Maputo Protocol. Resolution 1325 urges member states to ensure increased representation of women at all decision-making levels in national, regional and international institutions and mechanisms for the prevention, management and resolution of conflict. AMISOM as a regional institution is therefore obliged to enforce the resolution by increasing the numbers and roles of female members and ensuring that the mission is gender mainstreamed.

However, gender and gender mainstreaming were not incorporated parts of the mission when AMISOM was deployed in Somalia in 2007. Five years later, in 2012, AMISOM’s gender advisor was deployed – as the first gender officer to be deployed in an AU Peace Support Operation. Like many other peace operations worldwide, AMISOM has a very low number of females: in 2013 only 1.49% of its military personnel were women. However, the proportion in the police component is higher; as of January 2014, 24% of AMISOM’s IPOs were female, and women constituted 12.5% of the FPUs.

Observations & Recommendations

Female staff in peace operations often serve at subordinate levels in supportive roles, and are rarely found in high-ranking/decision-making positions. That is also the case for AMISOM. There are currently no female officers at the senior decision-making level in AUPOL in AMISOM. This stands in sharp contrast to the mission Senior Leadership Team, where both the Chief of Staff and Deputy Special Representative of the Chairperson are women. Here it should be noted that even though AMISOM aims to increase the number of senior female officers, it is the PCCs that decide whom to send to the mission. The team thus recommends that PCCs should observe the policy of the AU and AMISOM, and make special efforts to identify and deploy senior female police officers as IPOs and to FPUs. AUPOL, AMISOM and the AU’s Peace Support Operations Division should also make special efforts to select and appoint women of higher rank to serve in decision-making positions.

On the other hand, increasing the numbers of women in AMISOM will not automatically result in a more gender-sensitive mission. Integrating and mainstreaming a gender perspective in all parts and at all levels of the mission is essential. This applies also to AMISOM’s efforts increase the number of women in the SPF. ‘Recruiting women and placing them in dedicated units cannot ensure gender equality in a patriarchal society in which men make the decisions even if women occupy some prominent positions.’ During our fieldtrip it was estimated that out of the 5000 Somali Federal Police Officers, some 500 were women.

AMISOM has developed an overall gender strategy for the mission. Sadly, gender mainstreaming is often seen to be the sole responsibility of the gender officer instead of all mission personnel. In fact, each component, with the assistance of the gender advisor, should develop its own component-specific gender mainstreaming strategy. Detailed implementations plans with division of responsibilities and tools for monitoring and evaluation should be made available. AUPOL has taken several concrete steps to pursue gender mainstreaming; the research team urges them to implement the recommendations of this report, together with the PSOD and the PCCs.

9. Conclusions
This study of the role of the police in AMISOM has focused on the following two questions: Does the role of AU police in AMISOM differ from that of UN police that they have been trained for; and if there is a difference, is it significant enough to warrant special preparation and training beyond the standard UNPOL courses TIP currently uses for pre-deployment training?

The team was not surprised to find that the police roles in AMISOM appear very similar to the role of police in UN missions, as the UN example has been closely followed in the design and structure of the AUPOL in AMISOM. Individual police officers have also been prepared in line with the UN curriculum, and some have served in UN missions previously.

However, the obvious similarities mask significant differences as well. Here we highlight three: stabilization, security and funding. The most significant difference between the standard UN police roles and the reality of AU missions is that the UN police role has evolved in the UN peacekeeping context, whilst all AU missions to date have been stabilization missions.

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The UN peacekeeping context presupposes that there is a ceasefire or peace agreement in place, and that the UN has been requested by the parties to the conflict to assist them in implementing such an agreement. The UN peacekeeping principles are consent, impartiality and minimum use of force: the parties have agreed to the UN presence; the UN is impartial to the parties to the conflict and can act as the international guarantor in the process; and because of the consent and impartiality the UN does not anticipate the need to use force, but must be prepared to defend itself and others it has been mandated to protect.

By contrast, all AU missions have been deployed in situations of ongoing conflict; further, they have been mandated to use force, to protect a government against an insurgency or to create conditions conducive to a ceasefire or peace agreement. There is thus no consent or impartiality; and all AU missions have been authorized to use force. The mission in Somalia in particular has been actively engaged in helping the government of Somalia to defeat al-Shabaab, and in that context has been engaged in proactive combat to liberate areas controlled by al-Shabaab.

There are thus deep and fundamental differences between UN peacekeeping and AU stabilization missions. The most significant implication for the police function is that the core principles that inform UN peacekeeping, including UNPOL, do not apply to AUPOL. In the AMISOM context, the implication is that the AU POL, like the rest of the AU mission, is perceived as a legitimate target of al-Shabaab.

Moreover, much of the police work in UN peacekeeping missions is devoted to building a new post-conflict police force or service as a prominent part of the peace process. There is thus usually a heavy emphasis on capacity-building and development, as well as training. As the old police force is typically associated with one of the parties to the conflict, it will usually be seen as important to recruit new police officers who are representative of communities that previously were not able to join the police. Further, efforts are usually made to re-skill the old members of the police, including in international human rights standards, on the assumption that the old police force was abusive and corrupt. Often there is also a focus on creating a civilian police service culture, as the old force may have become militarized during the conflict.

As stabilization operations take place during conflict, the focus is not yet on building a new police force that can meet the needs of the new post-conflict reality. Often the focus is on the converse: on strengthening the capacity of the police to contribute to defeating the insurgency that threatens the state. For instance, in Afghanistan the international community invested heavily in building up the capacity of the Afghan police to help defeat the Taliban insurgency. In Somalia the situation is somewhat mixed. Whilst there is on the one hand a
strengthening of the police, including defending the territories controlled by the FGS against terrorist attacks, there is also a focus on improving the ability of the police to ensure that the people in the newly liberated territories experience the benefits of civil law and order. However, because the conflict is on-going, there is one logic for policing in Mogadishu and the territories controlled by the FGS, and another logic for those areas that are not yet fully integrated into the FGS political framework and where there may still be a reality of local clan-based law and order and policing.

There are thus important differences between the underlying principles and theories of change that inform peacekeeping and stabilization. The implications for how policing is to be conducted need to be thought through carefully.

That said, the UN has also started to deploy stabilization missions recently. Thus, the differences the research team has identified between UN and AU peace operations may not be so much between AU and UN missions per se, but more between the different roles police officers and FPUs perform in peacekeeping and in stabilization missions. Both the UN and the AU may have to look into what changes need to be made to their pre-deployment training and mission directives to accommodate the specific needs associated with stabilization mandates.

Another important difference, closely linked to the stabilization versus peacekeeping context, is the security environment. In typical UN peacekeeping operations, the fighting has come to an end and UN police officers can move around freely, usually unarmed, to interact with their local police counterparts at all hours of the day and night. In AMISOM, in contrast, the IPOs must depend on armed escorts provided by the FPUs, which means that they can visit their counterparts only a few hours a week, and even then their movements are restricted by security considerations. Their ability to develop close relationships with counterparts is thus severely limited by the security context. As discussed earlier, the role of the FPUs must also adapt to the security context and shift from being mainly a public order role to one where the FPUs are actively engaged in supporting the SPF in its daily police tasks, especially those that require additional capabilities like cordon and search, roadblocks, etc.

Lastly, UN missions are funded through an assessed contributions system that ensures that these missions are relatively well resourced, also in terms of the number of police officers and capability and development roles. By contrast, AU missions are usually voluntarily funded and must manage on much smaller budgets than equivalent UN missions. AMISOM is an exception in that it is indirectly supported by UN-assessed contributions via the UN support mission to AMISOM (UNSOA). However, even AMISOM has to make do with much fewer
resources, also on the police side, than a similar UN mission would. As noted, AMISOM is currently the largest multinational peace operation in the world, with approximately 22,300 uniformed personnel. Both the UN missions in Darfur (UNAMID) and the Democratic Republic of the Congo (MONUSCO) are of comparable size.

The AU–UN Hybrid Mission in Darfur (UNAMID) has an approved strength of some 21,000 uniformed personnel, of which 4,690 are police officers, including 2,310 IPOs and 17 FPUs. The 2013/2014 budget for UNAMID was approximately USD 1.3 billion.\textsuperscript{24}

The UN Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) has approved strength of some 21,200 uniformed personnel of which 1,150 are police officers, including 5 FPUs. The 2013/2014 budget for MONUSCO was approximately USD 1.4 billion.\textsuperscript{25}

In comparison, AMISOM has an approved strength of some 22,300 uniformed personnel, of which 517 are police officers, including 3 FPUs. It is difficult to indicate a comparable budget, as AMISOM receives some funding from the AU, EU and other donors and is supported by UNSOA; the TCCs also receive direct funding from their partners. We estimate the total cost per year of the AMISOM mission to be approximately USD 8 million, or about half of that of UNAMID or MONUSCO. A major difference in cost between these missions is that both UNAMID and MONUSCO have large aircraft fleets, which AMISOM also desperately needs but does not have the resources for.

The overall point is that the UN police concept is based on an assumption that it will have the resources to carry out its mandate, including resources from its budget to conduct training for the local police force, which may include establishing and running a local police academy. A comparable AU mission will, as the figures above indicate, have a much smaller police contingent with considerably less resources. An equivalent AU mission will be mostly dependent on donor support for the capacity-building and development work it conducts, including training for the local police force.

It would be naïve to design an AU police component based on what a similar UN police component will do, because of the considerable differences in the funding available. The design of an AU police component has to take this funding aspect into account, and it needs to be more specific about the priorities the AU police should focus on,


including the limited number of police compared to a UN mission of similar size.

The research team thus concludes that there are significant differences between UN and AU policing in general, but concedes that some have more to do with the differences between peacekeeping and stabilization mandates, and are thus not differences between UN and AU missions per se. The research team considers that the generic UN pre-deployment training should be adequate as a general preparation for international police officers, but recommends that far more attention be devoted to mission-specific training or preparations that can take the specific context and needs of every mission into account. Similarly, induction training should focus more on re-tooling police officers for the specific context and mission in which they will be working and specialized in-mission training can be further used to prepare and skill police officers for their specific roles in a given mission.

In addition, care should be taken not to design and structure the function and composition of AU police components along the lines of UN police components, without taking the specific context and needs of the AU mission into consideration. The research team recommends that the AU should seriously reconsider the mentoring role in AU operations; it should also review the role of AU missions in general, and the AUPOl in particular, as regards capacity-building and development.
The research team visiting the headquarters of the Somali Police Force in Mogadishu

The Authors

Cedric de Coning is a Senior Research Fellow with the Peace Operations and Peacebuilding Research Group at NUPI and Senior Advisor on Peacekeeping and Peacebuilding for ACCORD. De Coning has a PhD from the Department of Philosophy at the University of Stellenbosch. His main research focus is on AU, EU and UN peacekeeping and peacebuilding policies and practices.

Meressa K. Dessu is a Researcher and Training Coordinator for the Training for Peace (TfP) programme at the ISS. Previously a senior police officer in the Ethiopian Federal Police Commission, Dessu has worked for the United Nations Mission in South Sudan (UNMISS) from 2011 to 2013 as UN Police Deputy State Advisor.

Ingvild Magnæs Gjelsvik is a Junior Research Fellow at NUPI and in the TfP programme. Gjelsvik previously worked for UNDP Somalia, and has undertaken several research trips to the Somali regions to study disengagement and reintegration of former pirates and al-Shabaab members, and the implementation of UNSCR 1325 in AMISOM.
The Training for Peace Programme (TfP Programme) is an international programme that contributes towards capacity-building within the broader ambit of peace operations in Africa. Since 1995, the programme has worked, through civil society institutions, to strengthen African civilian and police capacity for peace operations. With its focus on training, rostering, policy support and applied research, the TfP Programme has contributed actively in placing the civilian and multi-dimensional aspects of peacekeeping on the agenda, including issues related to the protection of civilians and women, peace and security. Current TfP partner institutions are the African Centre for the Constructive Resolution of Disputes (ACCORD) and Institute for Security Studies (ISS) in South Africa, the Kofi Annan International Peacekeeping Training Centre (KAIPTC) in Ghana, and the Norwegian Institute of International Affairs (NUPI). Supporting partners are Eastern Africa Standby Force Coordination Mechanism (EASFCOM) in Kenya and the Norwegian Police Directorate (POD). TfP is funded by the Norwegian Ministry of Foreign Affairs.