



# Improving lives through rule of law

New doctrine supports the AFP International Deployment Group in improving security, stability and governance in our region and beyond.

From the Timor-Leste to Papua New Guinea to the Solomon Islands to Tonga, the AFP has an important role supporting the Australian Government's national security and aid program. The AFP, through the International Deployment Group (IDG), currently has over 230 members deployed in overseas missions, most in the Indo-Pacific region.

Thousands of AFP appointees have served overseas in missions. The first deployment of Australian police was to Cyprus in 1964. Australian law enforcement has established an international reputation of professionalism and achieved a range of successes over the course of these deployments. Former police officer Mick Richards says of his deployment with the first contingent to Cyprus in 1964, "We had no idea what we were going into and no-one to advise us". All that has changed with the AFP's recently released Strategic Framework for Police Development. For the first time, the IDG has captured, into a single framework, the collective wisdom from lessons learned across multiple international deployments. The new Strategic Framework aims to guide police development to ensure missions are consistent and are provided with evidence-based knowledge.

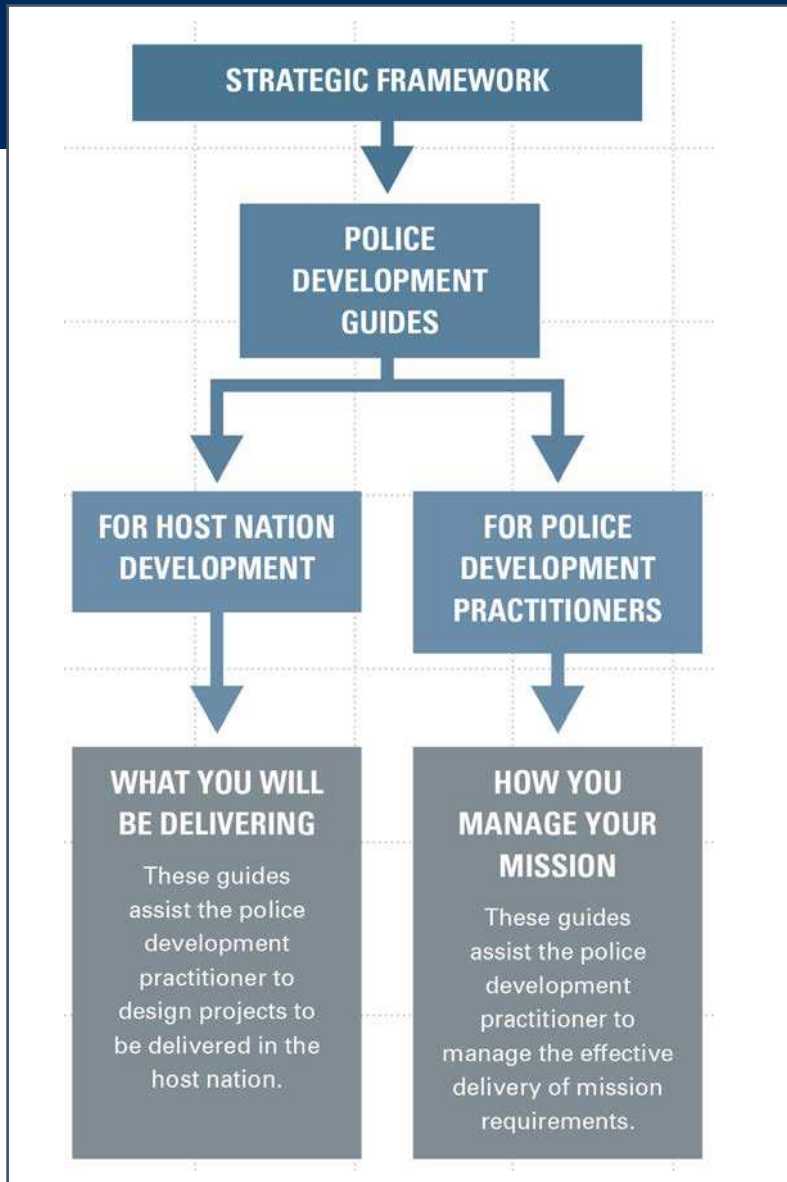
The specific focus may vary from mission to mission, but the overall aim remains the same. By supporting enhanced rule of law in developing and post-conflict countries, we are helping to improve security, support economic development and overcome poverty.

Foreign Affairs Minister Julie Bishop has spoken on several occasions about the need for Australia to continue to provide valuable assistance to the Indo-Pacific region. On 27 September 2013, during her maiden speech to the United Nations General Assembly, the Pacific Islands was used to illustrate Australia's role in the international community. The issues facing Pacific Island nations were in turn used to highlight the issues faced by the global community. Minister Bishop commended the work carried out by Australians in the Solomon Islands.

"When Australia led the Regional Assistance Mission to Solomon Islands 13 (sic) years ago," Minister Bishop said. "One of the first tasks the Mission faced was to restore peace and security ... early and decisive action which underpinned the peace that was built and maintained over the next ten years."

Nurturing legitimacy within the community and trust in its police force is critical in the development of rule of law.





The new Strategic Framework will guide the intent of AFP missions and will help ensure the right decisions are made at the right time. The framework allows the AFP to guide mission and program development based on the knowledge acquired through the AFP's past and current experiences. It also focuses on assisting AFP members to guide our policing partners to build community legitimacy and be accountable to the law and the communities they serve.

## Supporting IDG excellence

International deployments take place in often uncertain, complex and volatile environments.

In recent years, there has been a shift in focus of IDG missions from peacekeeping and stability operations towards police development. This shift has provided the AFP with an opportunity to reflect and consolidate its approach based on years of international policing responses. Through the AFP's experience in international deployments, as well as significant academic research, the IDG has identified

the following common fundamental principles of police development:

- There is no 'one size fits all' solution
- It must involve an understanding of the local political and social environments
- Genuine partnering with counterparts is essential
- Training is not the only answer. Capacity building requires more than workplace training which is only one part of police development
- Any capacity building activity must be contextually appropriate and sustainable
- Simply transposing Australian or international systems is seldom the right solution
- Objectives need to be realistic and match the host nation's ability to absorb and sustain the changes
- Partnership must be based on local ownership
- Local systems and procedures must be understood and considered
- The end goal must be a sustainable, positive difference.

Understanding and applying the approach set out in the Strategic Framework helps to build accountable and effective police agencies in partner countries.

## Defining police development

The definition of police development in the new Strategic Framework clearly expresses the strong link between the work of IDG and Australia's security and aid policy objectives.

The Strategic Framework explains that police development is about providing support to local police to build their capacity to provide sustainable, quality policing to their citizens. It develops operational capacity, enabling services and leadership skills that police services require to be accountable to their



New police housing in Solomon Islands is providing a solid foundation for stable policing.

citizens and to build and maintain the legitimacy required to support the delivery of the rule of law.

Related improvements in the security and justice sector are necessary pre-conditions for alleviating poverty and improving lives.

For societies recovering from conflict, establishing legitimate and accountable policing is essential to avoid further cycles of conflict. These cycles not only affect the country involved but also the broader international community.

The IDG's police development activities assist by supporting the development of police agencies in the critical areas of operational capacity, enabling services and leadership.

Maintaining peace is critical to police development. The Global Peace Index (GPI) reports that in 2012, controlling violence cost the global economy almost \$9.5 trillion, or 11 per cent of the global Gross World Product. The GPI states that if global violence could be reduced by 50 per cent it would generate enough money to:

- Repay the debt of the developing world (\$4.1 trillion)
- Fund the European Stability Mechanism (\$900 billion)
- Fund the Millennium Development Goals (\$60 billion).

The impact of chronic lawlessness in people's lives is equally disturbing. Of the 526,000 people that die annually from violence, 75 per cent of the total deaths (approximately 396,000) are from criminal and interpersonal violence. The Small Arms Survey 2012 concludes that conflict and weak institutions often creates opportunities for criminal activities to be carried out.

Similarly, a lack of law and order generates increased rates of interpersonal violence when offenders believe there is little chance of apprehension. A multi-national United Nations study released in September last year shows that, of the men who admitted to committing rape, the vast majority (71-97%) did not experience any legal consequences.

## Partnerships

There are multiple Australian and international agencies involved in providing support to developing and post-conflict countries.

The AFP works in close partnership with other Australian Government agencies, international stakeholders, humanitarian organisations and local or community groups.

The AFP is tasked by the Australian Government to provide 'police services, and police support services in relation to



The new Strategic Framework details the process of review for police activities.

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establishing, developing and monitoring peace, stability and security in foreign countries’. This means there must be a clear understanding of the Government’s foreign policy, ensuring that the IDG’s objectives are consistent with

government direction. One of the IDG’s key partnerships is with the Department of Foreign Affairs and Trade.

## Designing successful police development programs

To be successful, police development programs must meet the effectiveness criteria for the Australian aid program: they must be relevant, effective, efficient and sustainable.

The IDG Police Development Process involves:

- Analysis – understanding the current state within the partner country, desired future state and the change required to achieve it
- Design – selecting from the range of possible activities defined in the IDG Service Delivery Guide in order to design a program that is relevant to the partner country context
- Implementation – implementing and managing programs using the AFP’s corporate project management processes and consistent monitoring and reporting
- Evaluation – regularly evaluating programs to ensure they remain relevant, efficient and take account of cross cutting themes such as gender equality. This allows programs to be adjusted to ensure they remain effective and sustainable.

Adopting this new process also enables the IDG to more effectively report on aid delivery requirements.

It is important to consider ‘cross cutting’ issues, such as gender equality, anti-corruption and human rights, in the context of key international aid considerations including:

- The Fragile States Principles. A focus on state building as the central objective
- The Paris Declaration and Accra Agenda. A focus on the recipient nation having ownership, aligning programs to local objectives, harmonising actions of donors, focusing on results and mutual accountability.

IDG has redesigned and refined police development processes to align with aid delivery requirements and to deliver sustainability and support to international priorities, including women, peace and security.

This is an important example because women are particularly vulnerable to physical and sexual violence in post-conflict and developing communities. As Minister Bishop has stated: “Preventing sexual violence also requires us to recognise and address the nexus between sexual violence and weak rule of law ” and “throughout the Pacific we are supporting efforts to strengthen women’s participation in policing through recruitment, retention, training and mentoring support”.

IDG programs are designed to deliver lasting results. Giving consideration to leadership, operational capacity and enabling services ensures that delivered projects have the underlying structures required to build sustainable capacity within the partner country, and make a lasting, positive difference.