

PEACE BUILDERS



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NEWS

A Quarterly Newsletter of International Peace Support Training Centre, Nairobi, Kenya

A word from *the Director*

It is a great pleasure for me once again to communicate to our esteemed stakeholders through latest issue of our newsletter. The quarter registered one of the busiest periods in IPSTC calendar. Due to the fact that there were drastic translation of most strategies and plans into action, including the publication of the first Issue Briefs. The centre was privileged to host the first Department of Peacekeeping Operations (DPKO) Training of Trainers (TOT) Course on UN Core Pre-deployment

Training Materials (CPTM) in the region. The quality of our training and research has also maintained a distinctive image both regionally and internationally. As we move to the last part of the year with vitality and dedication, I wish to give a brief account of activities carried out by IPSTC in the previous quarter.

Both the PCSS and HPSS training platforms continued to conduct courses in various peace operation facets. The courses conducted at PCSS included: advanced course in children's rights, peace operation staff course, preventive diplomacy and the AMISOM logistics course. Concurrently, curriculum development/ for the Security Sector Reform (SSR) was conducted by internal and external experts. Japan's support was tremendous towards the success of this exercise. The Project UNDP/JAPAN Management Unit (PMU) has monitored, evaluated of all these activities and completed reports accordingly.

The Applied Research (AR) team continued to implement its planned activities consistent with Research Agenda 2010 throughout the quarter. Through academic rigour and practical relevance, in particular through engagement with the local and regional and international stakeholders.

The IT has completed installation of different systems and has conducted a staff induction workshop that will promote information sharing



and management among the various departments. A redesigned website for linking our clients has also been established and we are looking forward to strengthening our relationship with former and potential trainees as well as partners relevant to our vision and mission.

The administration and facilities department has made significant efforts in improving facility utilization, particularly in regard to accommodation and dining.

During the period IPSTC conducted a number of workshops and meetings, which were made possible due to the proper utilization of the existing facilities within the centre.

As well, IPSTC was privileged to receive visitors from various institutions worldwide including: a team of experts from AU, the Zimbabwe Joint Command Staff College students and Canadian Forces Liaison Officer Directorate of Outreach US African Command Stuttgart, Swedish Armed Forces International Centre (SWIDINT), and the Finnish Defense Forces International Centre (FINCENT). Equally, IPSTC staff visited various places within and outside East African region and participated in workshops, seminars and field visits.

I would like to register our appreciation to all partners for their contributions, devotion and commitments, without which IPSTC could not have reached this level of growth and achievements. May this commitment and supportive spirit continue for IPSTC to attain its objective of enhancing capacity for Peace Operations in Africa and beyond.

ROBERT K. KIBOCHI, Brigadier
Director IPSTC
rkibochi@ipstc.org

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Peace Support Operations (PSO) Logistic Course for AMISOM 13 - 22 September 2010



Introduction

A Peace Support Operations Logistics Course specifically designed for the African Union Mission in Somalia (AMISOM) was run at IPSTC from 13 to 22 September 2010. This was the second UNSOA/AMISOM sponsored logistics course run at IPSTC this year. The course was prepared and conducted by IPSTC using Major Odour (Kenya) as the Course Director and Major Rod Little (Canada) as the Course Director. Directing Staff (DS) were provided from both IPSTC and UNSOA staff.

The first week of the course curriculum was based on the IPSTC general logistics course, amended and improved upon by using UNSOA-specific lectures replacing the school's contingency owned equipment (COE), movement, supply, transport and engineer lectures. The course was focused on UN operations initially, with the balance of course material centering on the planning of deployed operations, be they UN, AU or any other expeditionary operation. Main thrusts involved work on logistics planning, reconnaissance, and RSOI (reception, staging, onward-movement, and integration). There was syndicate work in all three of these areas followed by syndicate briefings to the class. The UN focus was maintained in the preliminary lectures because of the likelihood that African nations would deploy into new or existing UN operations.

Course Participants

There were 28 students on the course, 21 of whom had already spent up to two months in Mogadishu. The course benefitted greatly from the fact that many were logistics specialist. There were several senior officers on the course meaning that much real-life experience and mentorship was evident throughout.

Directing Staff

Four IPSTC officers conducted various single-topic lectures while the Course Director handled the exercise lectures and subsequent syndicate presentations. During the last two and a half days, UNSOA Directing Staff carried out all instructions and oversaw several syndicate exercises and presentations. This allowed key learning to take place as the DS were experts in the field of logistics as it relates to the AMISOM mission.

Course Conduct

The course consisted of a series of topic-specific lectures, and 10 person syndicate work/exercises. The course opening was attended by the Head of Department Plans and Programs of IPSTC (Capt(N) Bertelsen) who addressed the participants and opened the course. Mike Hanrahan, Chief Technical Services United Nations Support Office for AMISOM, also addressed the course. On the evening of the first day there was a reception held in the accommodation block.

The closing ceremony was held on the last morning of the course. The Deputy SRCC (the Honourable Wafula Wamunyinyi), the Director IPSTC, and Chief Ops and Plans UNSOA (Mr Craig Goodwin) attended. They presented the course certificates and addressed the participants. The course senior presented a plaque to the Director IPSTC thanking him and the school for conducting the training. The closing was followed by an enhanced lunch enjoyed by all. Each student was provided a CD at the conclusion of the course with all the course material. UNSOA planned and carried out an outing for the students the day prior to returning to the mission.

Summary

The course came off as planned. The Course Director was completely satisfied with all aspects of the conduct of the course. Close liaison and cooperation between UNSOA Training Staff and IPSTC was constant. Students remained well engaged throughout the conduct of the course and were genuinely satisfied with their learning experience.

The course came off as planned. The Chief Instructor was completely satisfied with all aspects of the conduct of the course. Close liaison and cooperation between UNSOA



Top: A close-up of an AU/AMISON armband worn by the participants during the course. Middle: AMISOM student leading syndicate logistics planning session. Bottom: Director IPSTC receiving thank-you plaque from AMISOM Course Senior.

Training Staff and IPSTC was constant. Students remained well engaged throughout the conduct of the course and were genuinely satisfied with their learning experience.

ROD LITTLE (Major)
IPSTC SO2 Log Trg

Post Conflict Reconstruction or New Construction The Case of Eastern Africa

In the Eastern African region, most states are currently engaged in post conflict reconstruction, having undergone violent conflicts and state implosion in the 1990s. These states include Ethiopia, Eritrea, Rwanda, Burundi and Uganda. While Kenya did not experience large scale violence at the time, intermittent conflicts especially related to election cycles were a clear pointer to the high levels of structural conflict in society which culminated in the 2008 post election violence.

According to the former UN Secretary General in his 'Supplement to an Agenda for Peace (1995: 47), post conflict reconstruction is a comprehensive set of efforts to identify and support structures which will consolidate peace and advance a sense of confidence and well being among people. These efforts are aimed at disarming the previously warring parties and the restoration of order. Post conflict reconstruction therefore aims at restoring the society to a former state of order, which it is presumed existed before the onset of conflict and violence.

Most of the states in Eastern Africa and indeed elsewhere on the continent did not experience this order, prior to the violent implosions of the 1990s. At independence, the emergent ruling elite that took over power from the departing colonialists inherited the state and its institutional challenges, rather than shape it as an instrument of its existing or developing hegemony. This colonial state legacy decanted into a patrimonial autocracy in much of Africa's post independence period which decayed into crisis by the 1980s bringing external and internal pressures for economic and political state reconfiguration. But the serious erosion of statehood of many African polities by the 1990s limited the scope for effective reform and opened the door for state raptures and implosions along fault lines that were previously held in check, usually by the cold war.

In the emergent phase of post conflict reconstruction in the region therefore, it may be misleading to talk about recovery or reconstruction since as a practice, statehood as understood in the Westphalian model did not constitute much of the region's political culture prior to the conflicts of the 1990s. In spite of this, the current reconstruction path does not project a radical departure from the initial causes of state implosion. Reconstruction has typically been about power sharing agreements between warring parties who were the same people who previously demonstrated failed leadership whether as government or rebel

leaders; re-asserting the sanctity and integrity of the failed state and colonial boundaries and the blind faith in the benevolence of the extractive African elite who are expected to "improve the rule of law", "hold free and fair elections", and "combat corruption." All this is undertaken with massive aid from the West, even if there is glaring evidence that in the past, aid was largely siphoned off and had the net effect of impoverishing further the very citizens it was supposed to liberate from poverty and want.

Given the past deficiencies of statehood in the region, there are legitimate concerns about the value of the current reconstruction especially given its direction. One of the basic tenets of state building at independence and currently at reconstruction is that Western state institutions can be successfully transferred to Africa. This has therefore meant an obsession with the institutionalization of formal state structures even if they remain abstract to the everyday reality of the people they are supposed to serve. The establishment of these institutions has also meant the devaluing of any institutions that cannot find reference with formal rational Weberian bureaucracy. As a result, even in the apparent contradiction of the colonially inherited Somalia state, the international community is still adamant to re-imagine the reconfiguration of the greater Somalia state based on a different logic, other than the inherited colonial boundaries. Furthermore, in spite of the massive grassroots organizing present inside Somalia and that is responsible for a certain amount of order, the world still refuses to acknowledge that society can and is being organized along institutions that are alien to the Weberian logic but not any less effective. This was the logic behind the dislodging from power of the Union of Islamic Courts and the subsequent propping up of Transitional Federal Government in spite of the popularity of the former and the estrangement of the latter.

To avoid repeating the same cycle of conflict and violence several years later, it is imperative that Eastern African states engage in a critical dialogue on what kind of state systems and institutions work best for the region's reality. Short of this critical engagement, the reform window provided by post conflict new construction will be lost just like it was lost at independence and ours will become a cycle of state implosion almost every after a generation.

LEAH KIMATHI
Post Conflict Recovery Analyst.

This colonial state legacy decanted into a patrimonial autocracy in much of Africa's post independence period which decayed into crisis by the 1980s bringing external and internal pressures for economic and political state reconfiguration.

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African Union/United Nations Police Courses 24th and 25th

The African Union /United Nations Police Courses serials 24 and 25 were conducted this year (2010) at HPSS in the dates 23rd Aug - 3rd Sept and 20th Sept – 1st Oct respectively. This is a two weeks course tailored to equip selected officers with knowledge and skills who are due for deployment in various missions in the world and more particularly AMISOM and UNAMID Missions. A Total no of 100 Police Officers were trained. Of these 79 were Male and 21 were Female. The Instructors for the courses were from Kenya, Norway, Rwanda, Denmark, Finland, Burundi, Ghana, and Tanzania. They were headed by team leaders from Norway. The Courses were funded by the German

Government through GTZ. The course content was delivered through a series of Lectures, Demonstrations, practical's and field exercises.

The 24th Police Course comprised of 56 Participants. Of these Rwanda had only female participants with 10 in attendance, Kenya had 17 participants, Uganda 8, Burundi 16, Rwanda 10, Sudan 1, Ethiopia 1, Norway 2 and Sychelles 2. Of these, 15 Female and 41 Male officers attended the course. The Team leader was CI Oscar Lilleas from Norway.

The 25th Police Course had 44 participants with Kenya having 36 participants, Uganda 5, Comoros 2 and Sudan 1 participant. The

course had 6 Female and 38 Male participants. The Team leader was ACP John Helge Vang from Norway.

The commandant during the courses was Lt Col F K Kiriago while the course Director/ coordinator was Major Elphas Kinyua. The 26th AU/UN Police course which is the last course in the calendar is scheduled to be conducted as from 18th – 29th October 2010 at HPSS.

MAJ ELPHAZ KINYUA
So2 Peace Support Operations
Humanitarian Peace Support School
Email; so2psa@hpss-istc.org

Simulation exercise on hostage taking

It is on a Thursday 30 September 2010. You are comfortably seated in your 4X4 vehicle. You feel good because the sun is shining. You have your friendly colleagues seated behind you in the car and you are proud of your peace support mission under the United Nations banner. So, when you arrive in the outskirts of a village and see a young woman asking you to stop, you feel confident.

But then, you and all your team members have no idea of what Hell can be. Five rebels who were lying in ambush spring from nowhere and aim their weapons at you, ordering you to get stop your car. After that, you will spend the longer hour of your life, being mauled, mistreated and deafened, a hood on your head. You believe sometimes that there is a chance to be released, because the rebels ask for money, but immediately the shouts and threats start again before you can try to discuss. Of course, the bolts noises do not make you very serene. And you are right, because you



feel that the excitement is growing. You hear them taking one of your colleagues outside the house where you are detained, telling him to say his prayers. So, when a gunshot rings out, it is the end.....of the exercise.

No more shouts, you can take off your hood, an instructor gathers you together and you can observe that you are all here, nobody was killed or injured. The trainer lets you few

minutes quiet, gives you water to drink and starts debriefing you, with a slow and soft voice. You remember how scared you were a moment before, and a smile appears on your face, one of your colleagues laughs and the “rebels” come for a handshake.

The French Defense Attaché, Colonel Henri Leblanc, was here. He has seen everything and has previously been informed that the Peace Support Operations Village delivers a very real life kind of training. He was really impressed and said that he had never seen such a realistic exercise before anywhere else in Africa. This Thursday 30 September 2010, the International Peace Support Training Centre won a new advocate of the quality of its facilities and training activity.

Lt Col JEAN-BENOÎT BEAUDOUX
IPSTC SO1 Plans and Programmes

Workshops Conducted in Eastern African region

With the establishment of the Applied Research Wing at the International Peace Support Training Centre (IPSTC), different researchers embarked on research on different issues of peace and security in the region. The summary on fieldwork conducted by the researchers were presented in different workshops throughout the month of September, 2010. As part of the research approach, the Centre organized result validation workshops intended to tap from the experiences of experts from diverse fields of development and security in the region.



Workshop on Water related conflicts in the Eastern African Region - September 2010

The workshops were conducted on the 14th, 15th, 16th and 23rd September 2010 respectively. The end products intended for the first three workshops are three Occasional papers and the fourth one, is a book of the presentations made on the 23rd.

The Workshops Conducted

The workshops conducted were the following:

Development or Security?

This workshop was convened by Francis Onditi, a researcher and held on 14th September 2010. The main purpose was to validate field research findings on EAC integration process with a broad aim of profiling lessons learnt during the EAC strategic year 2006-2010. The workshop engaged in a focused discussion to generate new ideas for the improvement of the existing EAC institutional coordination framework. The research results that was mainly conducted through Focused Group Discussions (FGD) in regional border points (Namanga, Busia, Sirare, Isbania and Jinja) and the cooperating institutions and organs were also subject to panel discussion with the aim of increasing the validity of the findings. Among the participants in the workshop included, the Secretary of the East Africa Territorial Language Committee, Senior Research Fellow-Institute for Development Studies, and the Director, Centre for Research and Development, Department of Geography and Environment Studies, University of Nairobi was also represented and Arusha. The workshop output in form of an apex institutional coordination framework forms the platform for the development of an occasional paper that profiles systematic lessons learnt from the implementation of both security and development interventions that were envisioned to promote regional socio-economic progress and stability. The paper will definitely enrich the debate on regional integration sequencing, approaches,

coordination and forms with special reference to East African region.

Whose Truth, Justice and Reconciliation?

The workshop was conducted by Leah Kimathi, Post Conflict Recovery Analyst and held on 15th September between 9.00 am and 1.00 pm. The main purpose was to interrogate the research findings of the paper. It also aimed at giving further comments on how the paper could be improved for purposes of policy formulation and publication. The research had been carried out in June and July 2010 in two study areas; Internally Displaced Persons (IDP) settlement in Mai Mahiu and Kapsaret area of Uasin Gishu Country. The workshop was attended by 8 participants who included four lecturers from Kenyatta University, the Regional Director for the World Scouts Movement-Africa Region, Director Africa Peace Point, and two project coordinators, one from Kwe Trust and the other from Peace Tree Network. The participants felt that the paper was very timely, given that the TJRC faced a continuing loss of faith among the public even as it went on with its work. It was therefore felt that if properly utilized, the paper could re-ignite the debate around the commission in a bid to make it more responsive to the aspirations of Kenyans.

The Quest for Energy Security

It was convened by Julius Kiprono, a researcher and held on the 16th September 10. The aim was to deliberate on the outcome of the research findings with a view to ensuring quality end product. The workshop also intended to tap into the views and research experience of various professionals from a diverse group of Subject Matter Experts with the ultimate aim of incorporating specific recommendations in the final product. The fieldwork research of these finding was conducted in Isiolo and Merti in Kenya, Kamwojka, Bunyoro-Kitara Region, and the district of Masindi, Makerere University, in Uganda and Arusha. There were five participants and included: a lecture the department of International Relations, United States International University, a Research Associate at the department of Economic Policy, Research Unit, Makerere University, a

Project Officer from UNDP/Arid Lands, Resource Management and an independent consultant on Environmental Security. The outcome of the workshop were a series of recommendations: Key among these was the need to bring in the governance, environmental security, Wind Energy and bio-fuels and land use as key areas in the research

Water related conflicts

The workshop was convened by Dr. C.A. Mumma Martinon,

Conflict Prevention analyst and head of applied research and conducted on the 23rd September, 2010. The workshop was as a result of fieldwork research conducted in different regions in Kenya including: Nairobi, Kisumu, Sio Malaba, Arusha and Uganda, during the months of June, July and August 2010. This is the first time the issues on water related conflicts were being discussed at IPSTC, in relation to peace and security. The workshop was aimed at involving experts and people working in institutions and organizations working on water related issues to come and share their views on the research finding and share their experiences through presentations of different papers. The participants were 25 with ten presenters. They included, the Member of Parliament, East African Legislative Assembly, different Ambassadors, one Professor and a lecturer from USIU, one from Catholic University, Regional Director of the IUCN, three Senior Researchers one from Kenya Wildlife Services and two Institute of Security Studies, Director, Water Services Regulatory Board, Director, Regional Disaster Management Centre of Excellence, a representative from the Staff Defense College, Director, Life and Peace Institute, Ministry of Foreign Affairs-State Law office, ICGLR, Ministry of Water and two students: one from USIU and one from Kenyatta University. The different presentations depicted different perspectives on water related conflicts including: Africa, Eastern African Region, Kenya, the existing management mechanisms and the possible preventive measures. The discussions were a continued debate on the potential for conflict inherent in this multi-faceted and complex web of the water use patterns and management of, for instance River Nile and other shared water sources such as River Omo, Mara, Sio Malabi/Malakasi, among others. The discussions also recommended best practices for the effective management of the shared water sources, and initiatives for forestalling conflicts.

Dr. C.A. MUMMA MARTINON

– Conflict Prevention Analyst and Head of Applied Research

AU–African Standby Force Towards Robust Civilian Training and Roster for Peace Operation

The Peace Support Operation Division (PSOD) of the African Union (AU) and the African Centre for the Constructive Resolution of Dispute (ACCORD) based in Durban South Africa organized a two day Civilian Dimension technical consultative workshop held at the Rose bank Hotel in Johannesburg South Africa from 20 to 21 September 2010.

The workshop that was attended by participants from Regional Economic Communities (RECs), Regional Mechanism (RMs), Peace Support Training Centers, the African Civilian Standby Roster for Humanitarian and Peace Building Mission (AFDEM), as well as peace and security researchers resolved to initiate Community of African Network (CAN) through which data base for civilian component would be established and operationalized for mission support. The workshop was officially opened by the Head, AU Peace Support Operation Division (PSOD) Mr. Sivuyile Bam. The International Peace Support Training Centre (IPSTC) was represented by Mr. Francis Onditi (Post-Conflict Reconstruction Researcher) who among other experts in the workshop led the development of an action plan envisioned to operationalize the rostering project within the 2011 AU's strategic year dubbed "African Standby Force Draft Civilian Dimension Work plan January-December 2011".

The workshop was aimed to achieve the following objectives;

- Engaging participants in focused discussion on Roadmap III of the ASF to better ensure a considered focus of the civilian dimension in the next critical phase of implementation.
- Sharing current efforts underway at both the strategic (AU) and operational (RECS/RM) levels of implementation on the civilian dimension to amongst others; determine the status of the civilian at each of the planning Elements (PLANELMS).
- Sharing projected work plans from each region with the aim of strengthening the civilian dimension in 2011.
- Jointly develop to the extent possible, a coordinated and harmonized ASF civilian dimension work plan spanning from 2011 to 2013 taking into consideration the unique differences of the respective regions; and
- Creating a community of practice network amongst civilian focal points of the AU and RECS/RMs to ensure regular communication, information sharing and exchange of lessons learned and to include in this community of practice external practitioners and stakeholders who have continued to lend their support and expertise towards efforts to develop the



Above; Left to right, Mr. Charles Maphasi, Expert ECCAS/FOMAC Civilian Component, Gabon, Mr. Francis Onditi, Post-Conflict Reconstruction Researcher, IPSTC, Mr. Salem Abdallah, Director of the Secretary of African Affairs, Libya, Mr. Brahim Ahmed, Civilian Component Officer NARC, Lybia, and Dr. Linda Darkwa, Research Fellow, Legon Centre for International Affairs and Diplomacy-University of Ghana.

ASF civilian dimension.

The South African Development Community Standby Force Civilian Component (SADC-SFCC) Head of Planning Element, Mr. Haretsebe Mahosi reiterated the importance of Regional Economic Communities (RECs) in conflict prevention and the critical role that civilians could play in supporting both preventive efforts and peace building strategies on the continent of Africa. However, he noted that despite the obvious need for civilians in peace support operations, efforts to consolidate the required skills and number of required force was below the expectations. In her presentation, the AU Civilian Planning and Liaison Officer, Ms Yvonne Kasumba, pointed out that development of standards, human resource policies and conduct-discipline directives were key in realizing the civilian roster for the continent.

In the majority of the participating regions and mechanisms, it was reported that civilian rostering process was in progress and that the trend was projected to rise as new systems, best practices and standards get entrenched among training institutions, deployment and recruitment agencies. The participants and presenters also highlighted some of the technical and political difficulties they were facing. In particular, SADC and ECCAS (Economic Community of Central African States) pointed out lack of guiding principles for conduct and discipline and language barrier respectively as key hindrances to both training and establishment of a robust civilian data base (roster). In his presentation, Ibrahim Ahmed (Civilian Component Officer-NARC) stated that inadequate training personnel and missing operational systems for training in peace operation were some of the areas of concern for the North African-based capability. On the other hand, the East African Standby Force

(EASF) emerged as one of the successful regional mechanisms on civilian rostering. According to the presentation, the mechanism had reported a mark of 120 personnel in addition to an established Roster Data base Software. In view of this achievement, Mr. Xavier Ngendakumana (EABRIG Planning and Coordination Officer) reaffirmed that EASF was committed to ensuring the achievement of the ASF Roadmap III by 2015.

Cedric de Conning, research fellow and leading consultant with ACCORD and the Norwegian Institute of International Affairs (NUPI) and key facilitator for the workshop provided some advice and tips to address the various technical and political problems highlighted by the participants. In his projection of the civilian component of the ASF (who ranges from fields of political affairs, mission support, public information human rights planning coordination, and logistical to humanitarian liaison) Mr. Cedric viewed the development of ASF in three folds; the first level establishment of 15 personnel, second 30 and the third one 60 civilians. The researcher suggests combination of both secondment and direct hiring as suitable methods of recruitment at the same time arguing stakeholders to support the role of African Peace Support Trainers Association (APSTA) and international partners in training programmes within the centres of excellence. While emphasizing the need to improve operational capacity within RECs/RMs Cedric recommends participation of civilians in MAPEX, CPX as well as FTX exercises as a way of increasing civilian adaptation to the military environment.

Coordination involving training centres, RECs and RMs to generate desirable personnel and increase utilization levels of graduate trainees was also emphasized by

Peace Security and Research Department

Curriculum Design and Evaluation

The third quarter of the IPSTC calendar marked the achievement of an important milestone in the development of new courses for the centre. Since the beginning of the year, PSRD has seen the new/pilot courses centred on conflict prevention, conflict management and post conflict recovery developed.

During this quarter, a new course, security sector reform was developed through the Writing Board deliberations from 03-06 August 2010. The course learning plan and specification sheets were developed to guide training and delivery of SSRC in PCSS School. Writing Board participants included both internal and external subject matter experts:

Internal to IPSTC:

Catherine N Barasa - Design and Evaluation(Chair), Jason Steeves - Head of Research Department, Leah Kimathi – Research Analyst (Post Conflict Recovery), Florence Oduor Training Coordinator - (PCSS), Francis Onditi - Research Analyst

External to IPSTC:

Norman Mlambo - AU Commission (Rule of Law), Atsushi Yasutomi - JCCP (Tokyo), Ernest Lartey - KAIPTC

Efficiency and effectiveness of organizational decision/policy making processes are contingent upon the quality of inputs into that process. Without quality information, decision/policy making process has the potential of being flawed. Organizations making decisions regarding security sector reforms, especially in the context of post conflict, peace support operations, and regional organizations without an understanding of the objectives, frameworks and approaches may only be limited to security sector reform efforts that are seen on the surface. In order to mitigate this risk, there is a requirement for staff working in various regional organizations to familiarise themselves with security sector reform in general and post conflict dynamics in Eastern Africa, especially in peace support operations.

Based on the training needs identified, the course aims to enhance the understanding of security sector reform objectives, frameworks and processes:

- Regional Peace and Security Policy Makers e.g. AU, EASF, IGAD, EAC & ICGLR, RECSA
- Member states Decision/policy Makers, National Actors e.g. Mid level management (Ministerial Directors and Secretaries, Colonel, ACP or equivalent from Parliamentary select

committee on security and defence (policy level)
Traditional leadership

- Sectoral heads UN Peace Missions MONUCSO, UNMIS, UNAMID AMISOM (SSR Sector/ Department) .UNDP SSR Unit (Kenya, Somaliland, Sudan) and DPKO SSR Unit.
- Civil Society (e.g. Human rights) on SSR,Media,Think Tanks/Academia

So far 65 percent of the products from various Course Writing Boards including learning plans and specification sheets are complete: Conflict Analysis and Prevention, (CAPC), Regional Security Sector (RSSC), Rights Issues in Peace Operations (RIOPC), Disarmament, Demobilization and Reintegration, (DDR), Preventive Diplomacy (PDC), Security Sector Reform, (SSR), Peace Operations Planning Course (POPC), Facilitator Development Course (FDC), Civil Military Cooperation, (CIMIC). The estimate is for the Learning Plan only and does not include work required on the “course package” (i.e. scenarios, case studies, etc). A joint team would be comprised of a Design and Evaluation Officer, a Research Analyst, the course convener from PCSS and Subject Matter Experts (preferably the original facilitators of the course).

As a significant aspect of the systems approach to training, IPSTC evaluates its training and education events from both the participants’ and the staff’s perspective. Each participant is asked to provide daily feedback on the content and conduct of the daily activities. The feedback is analyzed and informs the framework for the overall end-course evaluation.

The evaluation of course content and conduct is essential to the overall process at IPSTC. The participants’ input in the daily evaluations will assist the centre in ensuring that future iterations of training and education are improved. At any point during this process, questions may be directed to the IPSTC Peace and Security Research Department.

The department has also developed validation questionnaires that are sent electronically to participants in the field for their perspectives on the value of the course they undertook after six months; so far there are responses on the Conflict Analysis and Prevention Course and Dialogue Negotiation and Mediation. Both evaluation and validation reports inform efforts directed towards course improvements.

CAPTAIN CATHERINE NEKESA BARASA
cnekesa@ipstc.org

Brig General Hassan Lai, Colonel Daniel Ladzepo (ECOWAS), and Col. Gaudence Milanzi (SADC Regional Peace Keeping Training Centre). They viewed the civilian dimension rostering project as an important catalyst for addressing peace operation challenges including gender based violence, human rights violation and shortages of civilian personnel in skilled areas of mission support.

At the end of the two day workshop, the participants made the following recommendations/resolution;

- The workshop emphasized the need for establishment of a Network of Community of Practice; it was felt that there was need to identify activities that would support networking among experts and other professionals in peace operation including open days, seminars and training forums
- Identify and establish data bank of actors in peace operation for rostering purposes
- Translation of ASF documents including the doctrine into AU and UN languages
- Re-examining modalities of recruitment to peace operation
- Review of mission support concept
- Development of job description standards for civilians
- Formulation of conduct-discipline and human resource policies
- Adoption of integrated multidimensional strategic level training directive standards
- Data base of core competencies and best practices of training institutions

The workshop ended on a note of deep appreciation to AU-PSOD and ACCORD for their visionary leadership, dedication, support and commitment to the realization of an African Standby Force dream. It was at this juncture that a Book published by the PSOD in collaboration with ACCORD was launched by Mr. Bam. The book outlines the background of ASF as well as issues related to civilian dimension training and rostering. Ironically, this opens a new chapter for the long journey a head of AU’s Civilian Division in promoting the multidimensional peace operation activities in Africa!

FRANCIS O ONDITI
Researcher—PSRD, IPSTC
fonditi@ipstc.org



Reflections on Further Enlargement of East Africa Community

The Treaty establishing the East African Community (EAC), which was ratified in November 1999 and came into force in July 2000 was a tri-partite initiative to revive cooperation between Uganda, Kenya and Tanzania that was disbanded in 1977. Since then, the community has expanded to include the two countries of Rwanda and Burundi with the possibility of South Sudan, in case it opts to secede from the North, and the Democratic Republic of Congo (DRC) expressing willingness to join or being touted as possible new members in the near future. The rationale which could inform further expansion could be that DRC is more inclined towards the East, relying on both Mombasa and Dar-es-Salaam harbours for its external trade while most of the Sudan economic and social deals face south towards Kenya.

Any future enlargement of the EAC brings with it possible challenges and opportunities typically associated with rapid expansion of any regional bloc. Among the challenges include border security management especially when seen in the context of free movement of peoples and goods, 'borderless strategy', so that security and developments concerns are adequately addressed. The concern is that the existing five states of EAC are already experiencing security challenges of varied nature. Of particular concern to EAC should be how to balance the 'borderless' strategy as envisioned in the Customs Union without encouraging

growth in transnational crimes such as terrorism, narcotics trade, money laundering and weapons smuggling. An enlarged community, encompassing new countries which are in a state of or emerging from conflict could prove a toll order indeed, unless the region musters the required political will to faithfully implement relevant regional security and defence frameworks.

Co-operation in defence remains a centerpiece of EAC co-operation because of the recognition of the primacy of peace, security and stability in pursuit of regional integration and development. Under the Memorandum of Understanding on Defence Cooperation that was signed in 1998, the MoU is set to be upgraded into a Protocol that will holistically address cross-cutting security challenges that affect the EAC block. Under Military Cooperation on Defence and Security strategy, the role of military is very important and it is here that military could play a crucial role in standardising and harmonising training programmes and offering technical cooperation and support particularly for the armies of the new member countries?

On Inter- State Security, future expansion may need to put in place a number of measures aimed at enhancing existing cooperation in this area. Among the measures could be the establishment of a Sectoral Council on Inter State Security to enhance the pace of decision making within the sector and the establishment

of a Directorate of Peace and Security, to spearhead the implementation of the EAC Regional Strategy on Peace and Security. With the coming onboard of DRC and Sudan, a comprehensive and well thought integration process will go a long way in ensuring a smooth entry of the two countries. On other hand, a peaceful post-referendum South Sudan will be a boon for expansion process. With regards to DRC, joining EAC might bring stability to Eastern DRC in the long run, because a stable DRC within EAC could provide space with which Eastern Congo could be properly governed and this could spell doom for armed opposition groups in Eastern DRC.

Other efforts which need to be fast-tracked and operationalised before any decisions on further expansion include the need to put in place strategies to enhance existing efforts in tackling cattle rustling, proliferation of Small Arms and Light weapons, narcotics and human trafficking, theft of motor vehicles and other cross border crimes. Linkages with the AU and other Regional Economic Communities should be pursued as part of a larger process of implementing the AU Continental Peace and Security Architecture. In this regard, completion of a Regional Conflict Early Warning and Regional Framework for Conflict Prevention is needed to be fast-tracked.

JULIUS KIPRONO
Researcher—PSRD, IPSTC

The Ethics of Intervention

External intervention by foreign state(s) for whatever reason is becoming a common trend today. Third-party interventions world over, often generate uneasiness/tension and raise more fundamental ethical questions such as, whether weak states could also intervene in strong states. The discourse on external intervention has been kept active by various actors and is mainly associated with “the CNN effect” that has influenced the political agenda in Western Europe and North America for over a decade now. In a nutshell, “the CNN effect” is a process by which an ethical response is first aroused and then translated into political action. The net effect is that states are forced to act not necessarily out of the belief in the sanctity of human life but because of the tilting public opinion in favor of some action to avert or mitigate in a major humanitarian catastrophe.

The literature on the various forms of intervention increased in the 1990s after the Cold War and the surge in intrastate conflict in places as Rwanda, Haiti, Somalia and Bosnia. In the unipolar system that emerged after the fall of the Soviet Union; the United States was hard-pressed domestically and internationally to demonstrate leadership especially during complex emergencies. ethics of intervention focuses on the fundamental moral questions such as, whether there is a right or duty to intervene, advancing the question of intervening in armed conflicts for humanitarian purposes with a wide range of options or means including the use of armed force.

In a press article titled ‘two concepts of sovereignty’, the former UN Secretary General Kofi Annan, pointed to the dilemma of humanitarian intervention and poses two fundamental questions: whether ‘is it legitimate for a regional organization to use force without an UN mandate?’ or ‘it is permissible to let gross and systematic violations of human rights, with grave humanitarian consequences, continue unchecked?’ He further notes the terrible consequences of inaction by the international community in Rwanda and the intervention in Kosovo by a group of states without seeking the authority from the UN Security Council and challenges the traditional notions of sovereignty in the face of grave human rights violations, mass murder, genocide and humanitarian crises.

Ramsbotham, et al identify five distinct types of intervention: transitional support for post colonial independence, backing for a previously democratically elected government or to restore a disrupted democracy, post-settlement peace support, humanitarian intervention in ongoing conflict and/or weak states, and the rooting out of perceived threats to national and international peace and security (including the war on terror).

The idea of ethics of intervention is drawn from the Just War tradition of medieval times that dealt with the issue of morality of war and warfare thus offering a criterion on whether a war is just and it is fought by just means.

Some of the earliest materials on the Just War tradition can be traced to Saint Augustine of Hippo in the 5th C. However, Saint Thomas Aquinas managed to revive and systematize the idea in 14th C. The two ideas were largely Christian and Western. St. Aquinas argued that three things are required for any war to be just namely the authority of the sovereign on whose command war is waged, a just cause and the right intention of those waging the war, that is they must intend to promote the good and avoid evil. Kofi Annan, the former UN Secretary General in 1999 called for international consensus on ‘developing international norms’ against violent repression and the ‘wholesale slaughter’ of civilians. he went further and listed a number of factors to be considered by UN Security Council (UNSC) when deciding whether to intervene: the nature of the breaches of international law and numbers affected; the inability or unwillingness of the governments responsible to remedy the situation; the exhaustion of peaceful or consent- based efforts; the UNSCs ability to monitor the intervention; the limited and proportionate use of force, mindful of effects on civilian populations and the environment. The issue of numbers is controversial and so is inability or unwillingness of the governments to act since the two are highly politicized.

Following the speech by the former British Prime Minister Tony Blair on 22 April 1999, the United Kingdom government formulated six principles to ‘guide intervention by the international community’ arguing that a set of agreed understandings or guidelines of this kind would aid the UNSC ‘to reach consensus, thus ensuring effective and timely action by the international community.’ The guidelines were: that greater efforts at prevention should be made to preclude the need for intervention; that non military intervention should be preferred, with military intervention as a last resort; that immediate responsibility for halting violence lies with the state in which it occurs; that the international community should intervene only where there is convincing evidence of impending catastrophe on a large scale which, a government cannot prevent or is promoting; that the use of force should be proportionate and effective and carried out in accordance with international law; and that ‘any use of force should be collective’ and ‘wherever possible, the authority of the UNSC should be secured.’ This guidelines still raises such questions as: what if the state whose immediate

responsibility is to halt violence is unwilling or uncooperative? What is a large-scale catastrophe? What about those nations who act unilaterally without UNSC blessings?

In the contemporary writings, the Just war criteria are normally divided into those that determine when it right to wage war (jus ad bellum) and those that determine how the war should rightly be fought (jus in bello). Some of the war decision criteria include just cause, legitimate authority, right intention, and prospect of success at acceptable cost and as last resort option. While the war conduct criteria aim to limit the use of force to the minimum necessary and ensure that it is proportionate and discriminate.

These concepts continue to generate heated debates. For instance, on the just cause, Ramsbotham et al argue that military force is to be used to defend a range of international norms as a just cause, including decolonization norms (East Timor), democratic norms (Sierra Leone), conflict settlement norms (Democratic Republic of Congo), humanitarian norms (Kosovo) and anti terrorism norms (Afghanistan). But the issue of anti terrorism norms in Afghanistan for instance, is strongly contested by others who view it as a purely American or Western imperialism. On the criteria of the right intention, the motive for responding must be right. Skeptics see intervention as a disguise to further domestic foreign agenda or politics, the quest for hegemony and economics interests such as oil or gas fields. Still others pose a fundamental question ‘right in whose eyes’.

The criteria on the prospect of success at acceptable cost, raises more questions than it answers. There is no universally accepted weightage of success versus anticipated balance of benefit and loss. This is more evident in this era where other actors such as civil society and the media are playing a pivotal role in highlighting conflicts thereby attracting public scrutiny and opinion.

The ethics of intervention therefore, attracts attention from state and more critically non state actors especially from the 1990s partially due to internationalization of Human Rights, the rise of social movements after the cold war and the role of the media in drawing the attention of the world to major crises as they happen. Some of the ethics of intervention principles have indeed assisted in deepening understanding of conflict and therefore, better resolution mechanisms. However, some of these principles continue to be challenged by various actors. As earlier alluded, intervention is inherently tricky, subject to no clear guidelines and liable to numerous difficulties and embarrassments. mark tuu

Protection of Civilians

The reality of millions of civilians caught up in armed conflict is desperate, and civilians are now the main casualties of armed conflict worldwide - often specifically targeted by warring parties rather than merely caught up in the fighting.

The former UN Secretary-General Kofi Annan had this to say; "The toll of dead and wounded - particularly among innocent civilians has risen to levels that can be described, without any exaggeration, as appalling."

International Humanitarian Law (IHL) lays down the minimum protection and standards applicable to situations where people are most vulnerable in Armed Conflict. It aims to prevent situations that might exacerbate vulnerabilities, such as displacement and destruction of civilian property. The IHL Law demands of belligerents that they respect the distinction between combatants and noncombatants, the need to target only military targets, and use only the degree of violence proportionate to their military requirements, all with a view to protecting civilians and their infrastructure.

But the nature of war is changing, with conflicts increasingly involving non-state

actors and deliberately targeting civilians. This has led to the question of the relevance, or the applicability of IHL. Regrettably, the practice of belligerents in armed conflict leaves a lot to be desired as the call to protect civilians is still elusive. In short, civilians are in dire need of protection and assistance in situations of Armed Conflict in Africa and elsewhere.

As a result, there are attempts to address the Protection of Civilians question through specialised training. This specialised training area was identified at the Accra meeting in 2009 as one which is highly needed and which should receive immediate attention. The protection of civilians is also of major concern to the Austrian government which made this topic a priority area during its membership of the UN Security Council resulting in the approval of UNSC Resolution 1894.

The Austrian Study Center for Peace and Conflict Resolution (ASPR), which develops training programmes in related fields was tasked to facilitate a project involving all African training institutions interested and capable to arrange trainings in that field, the relevant focal points of the African Union, Regional Economic Organizations (RECs) and Regional Mechanisms (RMs). ASPR called a workshop in August 2010

which brought together 17 participants from different institutions including the International Peace Support Centre (IPSTC). The workshop borrowed from the UNDPKO and AU Guiding Principles on Protection of Civilians to come up with a pilot syllabus. In this forum, UNITAR also shared its view on the same. The key areas of training and target audience were identified, discussed and agreed upon as a start off point to guide the process.

ASPR and the Austrian Government has identified Kofi Annan Peace Keeping Center (KAIPTC) as the venue for the pilot course, which has been scheduled to take place sometime before the end of the year. ASPR will support the pilot course and the coordination of the same. It was agreed that all the training institutions that were part of the process will be engaged in the pilot project in one way or another.

It is hoped that specialized training and awareness creation on the protection of Civilians will bring expected change and draw the attention of the institutions concerned on the need to mainstream protection of civilians in their trainings.

FLORENCE ODUOR
Training Coordinator

Preventive Diplomacy Course

It is recognized that efficiency and effectiveness of organizational decision and policy making processes are contingent upon the quality of inputs into a process. Without quality information being fed into the decision and policy making process, there is the potential that the resulting decisions may be flawed.

Organizations which make decisions regarding Preventive Diplomacy, and more specifically in peace support operations (PSOs), need to have an in-depth understanding of the mechanisms and approaches to Preventive Diplomacy processes, decisions related to interventions, skills and actions, to be able to address Preventive Diplomacy efforts efficiently and effectively. The need to enhance Preventive Diplomacy in Eastern Africa Region cannot be overemphasized.

In view of this, IPSTC conducted a course on Preventive Diplomacy to equip participants with relevant knowledge and skills and to enable them effectively participate in conflict prevention and other peace initiatives in the region.

Participants for this course comprised both top and middle level practitioners who are working with relevant Government Institutions, International, Regional and Sub-Regional organizations and Peace Support Operations. They were decision makers who occupy positions as diplomats, senior officers, middle level mission leaders, conflict early warning experts or equivalent, and therefore provide input into the overall decision making process of their respective organizations.

The participants were drawn from 13 countries namely: Uganda, Burundi, Kenya, Sudan, Djibouti, Comoros, Somalia, South Africa, Belgium, Senegal, Mauritania, Cote d'Ivoire, and Nigeria – a good representation of the Eastern Africa Standby Force Member countries and the rest of Africa; the Peace Missions represented were United Nations Mission in Sudan (UNMIS), UN-AU Mission in Darfur (UNAMID), and United Nations Organization Stabilization Mission in DRC (MONUSCO); and Regional organizations were the International Conference on the Great Lakes Region (ICGLR), COMESA, ECOWAS, and the Inter Religious Council of Uganda (IRCU)

The 10-day course was conducted from 16-27 August 2010 and was based on the following learning objectives:

- To illustrate an enhanced understanding of Preventive Diplomacy within the context of armed conflict.
- To demonstrate enhanced understanding of the importance of Preventive Diplomacy in Peace Operations
- To identify and examine the role of Governments, International, Regional and Sub-regional organizations in Preventive Diplomacy
- To demonstrate skills in the application of Preventive Diplomacy in the region
- To identify and examine the challenges and opportunities in the practice of Preventive Diplomacy in Africa

The course started well and ended well as the closing ceremony was graced by Japan Embassy representative, Ms. Kaoru Yokotani. We realized a very committed and enthusiastic audience who we hope will strive to bring the deserved change in peace and security in the Region.

FLORENCE ODUOR

Behind The Scenes

For the successfully running of each and every course, seminar, workshop and meeting held at IPSTC, there is a team of people, who work tirelessly to ensure that the wheel of IPSTC is moving steadily without a bust. Part of the team, which is often behind the scene, is the facility management team.

The IPSTC facility comprise of the IPSTC HQ block, The PCSS training block, the Research block and the Peace Banda Accommodation block. The Research block has one larger hall, Amani Hall which is accommodates up to 80 participants in theatre style. It also has three syndicate rooms all fitted with modern tables and computers for internet facilities. In addition the IPSTC library is housed in the block and a VIP room, which acts as a lounge for visiting guests to the Centre is also situated there. The next block is the CLH block which is lecture theatre constructed in an auditorium style and is used for presentations, lectures and showing of films. It has a projector mounted on the ceiling and a control room at the back.

PCSS headquarters houses offices of all PCSS team as well as three classrooms building which can be used as break out rooms. Each room is equipped with a flipchart, whiteboard, and computer and can each accommodate 12 students. In addition, one room is also used as IPSTC conference room, a meeting room that is equipped with a projector, white boards and can sit to a maximum of 15. The Peace Banda Accommodation block is a modern accommodation facility that consists of 50 rooms, the Peace Banda dining area that can sit to a maximum of 80 both inside and on the terrace.

Running and maintenance of these facilities is done by a team of dedicated staff, who run the show behind the curtain, as when the curtain are raised, it is the training, the administration and the research team that takes the show. Behind the scenes, the team provides such services that make a course run smoothly, leaving a great impression on the participants and visitors too. This team comprises of the catering staff, the accommodation staff and the grounds staff. Maria, the accommodation supervisor has been very instrumental in the success of the day-to-day running of the accommodation and training facilities. David, the groundskeeper ensures the grounds are ever green even when the rains have stopped pounding and the taps are running dry. Observing him at work, you realize that his is a job taken with passion and dedication.

To replicate the cleanness outside, inside the facilities, another team of dedicated staff, Sharon, Judy, Rosebella, Austin, Oscar, Ndungo to mention a few, are available to attend to the rooms and laundry duties. Of course not to mention that Judy prepares tea for all the staff at IPSTC.

Working together, with the support of IPSTC headquarter and encouragement from all staff of IPSTC both unformed and no unformed, the staff have worked in harmony and a positive attitude towards achievement of a common goal. It is therefore my belief that IPSTC has the right team both in the visible aspects of the core business of the IPSTC and the supporting role that the team does behind the scenes, to move this organization to even greater heights.

JOAN KAITTANY
Facility Manager



Salama Fikira on Mine Awareness Tour

A team of 18 consultants drawn from various international organizations under the leadership of Price Water Cooper Ltd assigned to work on World Bank projects in Sudan underwent one day training on mine awareness training at humanitarian peace support school as part of their pre-deployment training to Sudan. This initiative was spearheaded by Mr. D C Parkinson Salama Fikira Ltd director. Salama Fikira is a private consultancy firm established



in 2005 ,specializing in risk management, security solutions and services to assist businesses and public sector to operator in the most challenging environment.

The training covered lectures, demonstration, practical and audiovisual presentation with key emphasis laid on the kind of environment the team is to work in.

HOSBORN B WASIKE (Major)
SI Mine Awareness and Disarmament-
HPSS, snrinstr@hpss-ipstc.org

Accountability

Accountability is an important value in many people's lives and engagements, especially when you have been entrusted with resources to undertake certain tasks or activities. It is for this reason that the UNDP/ Japan project steering committee was held on 8th September 2010. During this meeting, the project implementers (International peace support training centre-IPSTC and Eastern Africa Stand By Force-EASF) demonstrated accountability to partners (Government of Japan and UNDP) by sharing reports both financial and narrative on the progress, risks, issues and challenges. The impacts of the project on peace operation and future projections were also presented during the meeting.

The project steering committee was attended by representation of the Embassy of Japan in Kenya, UNDP, East African Stand by Force (EASF), Japan Centre for Conflict Prevention (JCCP) as well as IPSTC which was the host. The project management unit presented the various reports.

The director of IPSTC, Brigadier Kibochi, started off the meeting by welcoming members present. Quick introductions were made and members settled in to the business of the day. In their opening remarks, the IPSTC director and UNDP representative, Dr. Ojielo acknowledged the progress which had been made since the previous meeting. The director of EASF, Major General (retired) Ndayirukiye complimented the funding partners for their support. The close collaboration illustrated by IPSTC, EASF and PMU was also recommended. He emphasized the need to work together to achieve the objectives of the project and implored upon the funding partners to continue with the funding support.

The director of IPSTC noted that the project was now on course albeit the initial challenges; eight courses had been designed, developed and delivered, with great success. The production of different research products such as issue briefs was noted as step forward. The role of the project in transforming IPSTC through the integration of multidimensional training in all courses was also reported. The representative of UNDP Dr. Ojielo congratulated both IPSTC and EASF for the great work done. He particularly commended the quality and state of the art ideas in the issue briefs and noted that the applied research team was generating gaps in PSO training such as the need for courses like the rule of law and

civilian protection, as well as policy oriented findings.

The project manager highlighted some of the outcomes and successes of the project in her report as follows; the project had been successful in targeting civilian and police to ensure that practitioners in the field as well as the EASF rostering has well trained civilian and police personnel; IPSTC had been receiving an increased number of request from interested persons from peace missions and regional peace and security related organization to participate in courses offered at IPSTC- an indication that there was an appreciation of the quality and diversity of courses at IPSTC. EASF on the other hand had achieved an initial level of capability in its efforts towards full deployment capability by 2015. This was as a result of the targeted training offered to police officers who participated in EASF field training exercise

On institutional capacity building, the IPSTC director shared that earlier in the year; UNDP had conducted an institutional risk assessment of both IPSTC and EASF. The assessment made recommendations towards strengthening both institutions to achieve a greater level of internal control, checks and balances. He reported that IPSTC had made strides in implementing the recommendations.

in Djibouti in November-December 2009. The civilian component had been enhanced especially with the completion of the civilian roster data base, courtesy of the UNDP/Japan project. It was confirmed that EASF civilian component was setting trend among equals within the five regional (East, West, South, North and Central Africa) stand by forces of African Union. While applauding these outcomes, it was however noted that a lot still remain to be done to achieve the vision of both institutions of becoming premier centre of excellence in peace operation training, for the case of IPSTC, and a leading stand by force with full capability to deploy within shortest time possible for EASF.

The Japanese embassy representative, Ms Kaoru on her part, expressed delight and satisfaction that the two institutions (IPSTC and EASF) were collaborating more, and hailed this synergy as a model for Africa on how a PSO training institution and a regional stand by force should work together to build capacity for peace in Africa. She commended

the two institutions for the large number of beneficiaries they have reached.

On institutional capacity building, the IPSTC director shared that earlier in the year; UNDP had conducted an institutional risk assessment of both IPSTC and EASF. The assessment made recommendations towards strengthening both institutions to achieve a greater level of internal control, checks and balances. He reported that IPSTC had made strides in implementing the recommendations. For example IPSTC had engaged external auditors to audit its books of account and a draft report was ready; a financial and procurement manual had been developed to provide guidance to strengthening the financial and procurement systems. In addition, a proposal to recruit a finance manager to enhance the finance functions was on course. IPSTC further reported that they had taken a path of self sustainability through utilizing their facilities such as accommodation centre to charge a modest fee which in turn takes care of operational costs of the entire centre. The funding partners were impressed with the seriousness IPSTC had taken the assessment and the progress towards improving the institutional capacity. On their part, EASF was encouraged to keep up the standards they had set and especially in liaising with member states to ensure timely contribution towards supporting EASF.

General Ndayirukie emphasized that IPSTC and EASF should continue to create publicity on the project and specifically the support from the Government of Japan and UNDP, and the transformation being achieved at IPSTC and EASF as a result of this support.

Focusing on the way forward, both the funding partners and the implementers agreed that there was need for the project to be extended though without addition funds from the donor some of the expected outputs had not been fully achieved. There was also consensus that the partnership need to continue through a second phase of the project. However, emphasis was laid on bringing in more funding partners to sustain the good results already achieved.

At the end of the three or so hours of the project steering committee, all were happy with the progress thus, far and looked forward to more briefing in the near future. Thank you notes were echoed by all as they headed for a delicious lunch at IPSTC's Peace Banda.

JUDY WAKAHIU
Project Manager

IPSTC VISITS

The third quarter of the year started with a visit by a team of experts from the African Union (AU) on the 3rd of August 2010. The AU team consisted of eight (8) experts led by Lt Gen Louis Matshwenyego Fisher. The delegation was given a brief on the activities of the centre, the opportunities the centre offers and challenges experienced in the course of carrying out its mandate.

Next was a visit by students of Zimbabwe Joint Command and Staff College on 11th August. The team was also given a brief on training and research programmes of the centre.

On the 14th September, the Centre was also privileged to host a delegation from the Nordic countries consisting of six (6) representatives from the following militaries: Swedish Armed Forces HQ, Swedish Armed Forces International

Centre (SWIDINT), Finnish Defence Forces International Centre (FINCENT) and the Norwegian Defence International Centre (NODEFIC). While touring the centre, the delegation had an opportunity to learn more about activities as well as exploring possibilities for future cooperation. The overall overview of the centre was done by Capt Bertelsen (US Navy), Head of Plans and Programmes.

On 1st October, the centre also had a visit from Col. Pierre Lamontagne, Canadian Forces Liaison officer Directorate of Outreach US Africa Command Stuttgart. He made a courtesy call to the centre's Director and thereafter he was given a brief on IPSTC by Lt Col Kombo, Commandant PCSS who reiterated the bilateral relationship between IPSTC and Canadian military on matters of peace and security.

MAJOR P G MURIUKI – SO2 Coord

Partnership Update

During the quarter, the Centre continued to enjoy cordial relationship with her partners notably; Japan government through their immense funding to the centre through UNDP, the government of United Kingdom (UK) through British Peace Support Team (BPST- EA), the Canadian government through Military Training Assistance Programme (MTAP) and Pearson Peacekeeping Centre (PPC), the government of USA through the African Contingency Operations Training and Assistance (ACOTA) Programme and Combined Joint Task Force – Horn of Africa (CJTF – HOA) as well as the Swedish government through the Save the Children (Sweden). Other invaluable partners remain EASBRIG, through the Eastern Africa Standby Brigade Coordinating Mechanism (EASBRICOM), UN DPKO and ACCORD. IPSTC Fraternity is always grateful to the governments and the people of all the countries who continue to offer support to the Centre and who have enabled the Centre to carry out its core business of offering training to a wide variety of clients.

Core Pre-Deployment Training Materials (CPTM) Training of Trainers (ToT)

The Integrated Training Service (ITS), Division of Policy, Evaluation and Training (DPET) of Department of Peacekeeping Operations (DPKO) conducted a United Nations Training of Trainers (TOT) Course in Nairobi, Kenya from 30 August to 10 September 2010. Course participants were drawn from Troop Contributing Countries of the East and North African countries namely Malawi, Burundi, Rwanda, Ethiopia, Zambia, Egypt, Uganda, Morocco and Kenya. The course targeted officers of the rank of Captain to Lieutenant Colonel and equivalent serving or employed as trainers in national peacekeeping training centers or those in position to train their peacekeeping troops.

The aim of the course was to familiarize the military peacekeeping training officers from TCCs in the regions on UN Core Pre-deployment Training Materials (CPTM) and Specialized Training Materials (STM) for Military Experts on Mission given the shift from Standardized Generic Training Material (SGTM).

The objective was to update participants on CPTM and STM so they can understand and put into application the principles, procedures and concepts of peacekeeping operations. The course



LTC Yang from DPKO ITS makes a point in Amani Hall

was also intended to expose participants to the concept of the UN pre-deployment training standards for military peacekeepers, identify the linkages between different modules of training standards, apply adult learning principles and techniques, demonstrate delivery competencies based on interactive and innovative facilitation methodologies and analyze and evaluate the information provided in the modules.

MARK TUM RICHARD (Major)
SO11 Training—PCSS, IPSTC
mtum@ipstc.org

Virtues of success in an organization

■ Working as a system is undoubtedly an inevitable component of success. An organization that strives for success. Organizations have different virtues of achieving their goals. One important virtue is success. Success as a virtue has various component that have to be taken into consideration if it has to be realized:

■ Collective approach to execution and delivery of services. As a system. It should be possible for members to adopt to change. An American management consultant William

Edward Deming said that “written into our DNA somewhere is the quest for happiness and a better life”. We are all aware that we can do more to obtain that better life. Successful organizations work and behave in a way that allows everyone to win. This is based on cooperation not competition. Successful organizations are better off living and working as a team. Every department constitutes interdependent parts of the organization that work together to achieve the goals. There should be closer-knit interaction among the various components. This will enhance communication and cooperation. This cannot be possible if the members do not see the need to establish success in different areas like research, training, and education among others.

■ The belief of each member in institutions should be performance



Some of the IPSTC collectively working together on issues

through collective efforts since it cannot be achieved in isolation. Appreciation of every individual performance is key. Thank God for the theory of constrains for it has enabled us to analyze and determine whether our actions and decisions bring us closer

■ Appreciation cannot be forgotten appreciations are part of our favorite team strengthening technique. You remember Virginia Satir, a family therapist who developed this technique and called it “Temperature Reading technique.” A Temperature reading has helped workgroups reduce tensions; strengthen connections, and surface information, ideas, and feelings that might otherwise be suppressed.

■ Coordination of expertise: How else would approximately a hundred members of an organization with divergent expertise, nationalities, social orientation coalesce work together?

and be recognized both internally and externally if efforts were not coordinated and teamwork reinforced.

■ Warm welcome of Visitors and new members: visitors and new members should be welcomed warmly since this is an opportunity of these new ties to strengthen our existing relationship and to initiate a new relationship. This is done out of realization that smooth and effective relationships develops automatically and that a relationship stands more chance of evolving smoothly if the first contact is not in the form of “I need it yesterday” but “Help! I am stuck”.

Long live team work. Shem Oduya
Assistant Project Manager

Long live IPSTC.

SHEM ODUYA -Assistant Project
Manager

The belief of each member in institutions should be performance through collective efforts since it cannot be achieved in isolation. Appreciation of every individual performance is key. Thank God for the theory of constrains for it has enabled us to analyze and determine whether our actions and decisions bring us closer.

REVAMPED International Peace support Training Centre (IPSTC) WEBSITE

It has become fashionable these days to be able to refer people to one's website and thus indicate that your Organization is part of the technologically advanced.

But an Information and Communication Technology (ICT) product, such as a website, is not an end by itself but a means to an end. The crucial question then becomes whether one's website really serves its purpose? Questions such as whether there is a purpose in the first instance also come into the equation!!!

Just as unique as the services it provides and delivers, IPSTC has revamped its website to be more interactive and bring the information needs to its target client. Courtesy of UNDP/ Japan project, the new IPSTC website design has been developed using a mix of pre-designed and custom elements to cater to her unique needs.

Because of our passion to communicate, inform and empower our diverse range of stakeholders and beneficiaries ranging from different backgrounds, the new site provides the IPSTC Team with a valuable asset in its efforts to make communication more clear, and correspondence of course information more readily available.

In order to effectively interact with our target groups we took a good look at our



Part of a screen shot of the revamped homepage.

website and over the past three months have redesigned it. Our old website, in existence since 2008, was created like most websites with the idea to provide information according to the organizational structure of IPSTC. We changed our website to an interactive tool which takes the needs of its target groups into consideration by making information available in a more effective and efficient manner.

We believe the new IPSTC website will not only serve as resource tool but also an informative tool to the region and the rest of the world. Pay us a visit on www.ipstc.org. I am therefore welcoming everyone within IPSTC and outside to have a look and see what we are doing.

Doreen Madiavale - IT Manager IPSTC - itmanager@ipstc.org

1st Advanced Course on Children's Rights for Kenyan Military Trainers

The 1st Advanced course on Child Rights and Child Protection Course for Kenyan military trainers was conducted at the International Peace Support Training Centre (IPSTC), Kenya from Monday, 09th to Friday, 20th August 2010. The purpose of this course is to strengthen the awareness of Child Rights and Child Protection amongst the Military within the Kenya Defence Forces and to provide a forum in which participants are exposed to the various aspects of Child Rights and Child Protection. The course is funded by Save the Children (Sweden) and facilitated by the IPSTC. The aim of the course is to impart knowledge related to the observance of

relevant International Humanitarian Law and also give guidance on appropriate mode of responses on a range of Child Rights and Child Protection challenges.

The course objectives were: Monitor and promote Children's Rights guided by International and Regional Legal Instruments for the protection of children affected by Armed Conflicts, design training events on children's rights for Military personnel, organise and deliver



OCHA Rep Mr. Oketch Summit explains humanitarian principles to the participants

Child Rights/Child Protection training for other military personnel and become part of the network of military trainers on Child Rights and Child Protection. A total of 17 officers of the Kenya Defence Forces from the Army, Air Force and the Navy participated in the course.

A Unique Library for Peace and Conflict

The IPSTC library is a unique library in the Eastern African Region as its stock books mainly on peace and conflict studies. Our library is a highly regarded resource centre in areas such research, learning, and consultancy at national and international level. The library has a collection of close to 1,200 in print volumes, one Jstor-academic e-journal and a host of other resources packaged in DVDs and CD ROMs in different subject areas.



relevant, current and of high demand.

Our library has a cyber café that is used by our users in their research. In line with our mission, we appreciate the fact that not all users are efficient in using the technology-related information resources especially the Jstor e-journal and other internet-related research. We therefore find it paramount to mitigate this by conducting training sessions on how to use these facilities so as to enhance learning.

To make the work of our library users easier, especially in retrieving the books that they require, we have re-organized our print volumes under the following subjects:

- Conflict Prevention
- Conflict Management
- Post Conflict Recovery
- Regional Security Studies
- Peace Support Operations Pre-Deployment
- Mine Action and Disarmament
- Research and Education
- Disaster Management
- Miscellaneous
- Reference

Our mission is to provide quality services to our clients and this will ultimately make our library be the facility of choice when it comes to research on operational, strategic and tactical matters relating to peace and conflict areas.

The International Peace Support Training Centre has endeavored to make the library realize its mission by assisting it to buy the books that it needs. The library has a purchase plan build up from both the requests of IPSTC's staff and other library users. Whenever funds are available, we just purchase the books from the said plan. This has enabled us to stay ahead of other similar libraries in this region in that our books are

Finally, since the world is turning to Information Communication Technology, we are also striving not to be left behind. There are plans to automate key services in the library such as retrieving and circulation of books as well as their accounting for. This will no doubt enhance our service delivery. Our esteemed library users have always felt free to pinpoint the areas that need improvement. We therefore, feel obliged to thank you all for your suggestions and comments about our services.

WO I FREDRICK MAINA
- Librarian IPSTC



Graduation:
Preventive diplomacy Course



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P.O. Box 24232 Westwood Park, Karen - 00502, Kenya
Phone: 00254(0) 20 883164/58, Fax: 00254(0)883159
Email: info@ipstc.org

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www.ipstc.org

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