

REPORT OF THE EVALUATION AND TRAINING NEEDS ASSESMENT OF PEACE SUPPORT OPERATIONS TRAINING IN SOUTH SUDAN AND THE AFRICAN UNION MISSION IN SOMALIA

Presented by

The Mobile Evaluation Team:

Colonel Paul Otieno	- IPSTC, Chairman
Mr Ludwig Kirchner	- GIZ, Member
Lt Col Paul Mwasi	- EASFCOM, Member
Lt Col Ndahura Atwoki	- EASFCOM, Member
Ms Daniela Link	- GIZ, Member
Ms Sonja Blum	- GIZ, Member
Mr Damalesh Alemu	- EASFCOM, Member
Mr Arthur Kanya	- EASFCOM, Member
Ms Brigid Gesami	- IPSTC, Secretary

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**International
Peace Support
Training Centre**

Peace & Security Research
Department
(PSRD)

PREFACE

This report is an outcome of an initiative of the International Peace Support Training Centre (IPSTC) in collaboration with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) and Eastern Africa Standby Force Coordination Mechanism (EASFCOM) to evaluate the impact of Peace Support Operation (PSO) training in the Eastern Africa region in line with the African Peace and Security Architecture (APSA) framework. The African Union (AU) targets the African Standby Force (ASF) to be fully operational by 2015. Once fully operational, the ASF is expected to strengthen the ability of AU to intervene in crisis and conflict situations and facilitate the promotion of African solutions to African problems. Training of personnel is important in ensuring that the necessary capacity is in place for AU to effectively manage conflicts in the continent.

The evaluation team visited the Republic of South Sudan and African Union Mission (AMISOM) Headquarters in the period between August – October 2013 to carry out training evaluation and training needs assessment. As a beginning, South Sudan and AMISOM was identified for the pilot evaluation since the bulk of training conducted by the Centre from 2011 to 2013 was dedicated to these two regions. The outcome of evaluation visit and interviews, training needs identified and recommendations are included in this report. It is hoped that this report will contribute in building PSO capacity for AU and hence facilitate the operationalization of ASF.

I look forward to constructive suggestions and comments for improving our efforts, both in content and context. Please feel free to give us feedback on the report on e-mail or otherwise.

Brigadier R G Kabage
Director
IPSTC

ACKNOWLEDGEMENT

The initiative taken by GIZ to fund IPSTC and contribute experts to evaluate PSO training and training needs in the Eastern Africa region will go a long way in increasing efficiency and effectiveness of international response to complex emergencies and stabilize security in the Eastern Africa region. The evaluation team express their deep gratitude to GIZ for entrusting this responsibility to them. The team is also grateful to EASFCOM for their contribution and guidance that was extended to the team from time to time.

The team is grateful to personnel in the United Nation Mission in the Republic of South Sudan (UNMISS), The African Union Mission in Somalia (AMISOM), South Sudan Police, South Sudan Prisons, South Sudan Justice Ministry and United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA) for sparing their valuable time to interact with the team during the interviews.

Brigadier Kabage, the Director of IPSTC has been a great source of strength by providing necessary guidance and support to the team when required. The team is grateful for his guidance in undertaking the task.

Finally, the team acknowledges the contribution and assistance provided by supporting staff of IPSTC and GIZ (Kenya and South Sudan). It was due to their untiring efforts that enabled the team to conduct the field visit and produce this report.

Colonel P O Otieno

Chairman

Mobile Evaluation Team

EXECUTIVE SUMMARY

The work presented in this report comprises the findings and recommendations of the joint mobile evaluation of training impact and training needs assessment in the Republic of South Sudan and the African Union Mission in Somalia (AMISOM) headquarters conducted between the months of July and August 2013. The exercise was conducted through visiting various organizations, government departments and UN agencies and conducting interviews. The interviews were then followed with brainstorming sessions and discussions which were intended to verify the correctness of the information gathered, harmonize the data collected and consolidate the findings and the recommendations from the various team members into the report. The findings confirmed that the training at IPSTC is focused, relevant and meets the standard of PSO requirements. The Centre delivered effective courses that provided the participants with the necessary foundation and enabled them to adapt to their work environment. Most participants assessed that the courses were practical, customized to the needs of the field environment and captured emerging issues. Most facilitators were assessed as very experienced and IPSTC environment was assessed as conducive to learning. However, some participant requested more practical sessions and hands-on experience and more time to digest the information prior to attending the training. When asked to comment on their ability to meet responsibilities at work place, participant generally reported a broadened understanding and confidence of enhanced performance. Regional Senior Mission Leaders Course (RSML), Child Protection Course, Pre-deployment Training (PDT), AMISOM Force Headquarters Course and AMISOM Logistics Course were particularly singled to have appropriately prepared the participants for the real challenges in the field and contributed to their effectiveness in carrying out their responsibilities. Participants interviewed noted that they would recommend IPSTC training to others. Finally, when asked to provide additional comments on how the training could be improved, the most common response was with regards to the multilingual delivery of courses into best language of choice during training and appropriately constituting class participants to ensure smooth transfer of knowledge. Most respondents recommended introduction of refresher and in-theatre training and workshops as well as additional courses such as staff writing, communication and language skills course, among others. In this regard, mobile training was suggested as the most appropriate mode of delivery. Besides, the regular training, the team further identified some of the following additional training needs; Report writing, Teambuilding, Stress Management, Hostage Taking, Cultural awareness and respect for diversity, Transport Management, Force Generation Course, Contingent Owned Equipment, Doctrine harmonization and interoperability training, among others. In general, the findings of the MET indicate that training was essential in carrying out tasks effectively, but that there were some gaps in the training and training needs that needed to be addressed. A good percentage of military and police trained at IPSTC ended up being deployed appropriately; however, this was not the case with civilians and a need to evaluate the linkage between those trained and those deployed was identified by the team. These findings will enable IPSTC improve on the courses already offered and have an opportunity to introduce new courses to meet specific requirements. Additionally, IPSTC will be able to identify courses that can be delivered through mobile training. The report is divided into five chapters. The first chapter provides background information that led to the MET initiative, as well as, a summary of the purpose and concept. The chapter also provides an overview of the evaluation objectives contained in this report. The second provides methodology and the tools used to measure the objectives and also note the challenges and opportunities encountered during the evaluation. This chapter helps provide a solid framework for the third chapter that outlines the findings from the field interviews. Training needs identified during the field visit are detailed in the fourth chapter. Finally, the fifth chapter provides conclusions complete with recommendations regarding the mobile evaluation. Most of the recommendations can be implemented through IPSTC research, training and education since they fall within the mandate of IPSTC. For complete appreciation of the evaluation, it is recommended that the report be read as whole.

ACRONYMNS

AMISOM	- African Union Mission in Somalia
AOR	- Area of Operations
APSA	- African Peace and Security Architecture
ASF	- African Standby Force
ASF	- African Standby Force
AU	- African Union
AU PSC	- African Union Peace and Security Council
CIMIC	- Civil Military Cooperation
COE	- Contingent Owned Equipment
CONOPS	- Concept of Operations
COS	- Chief of Staff
DDR	- Disarmament, Demobilization and Reintegration
EASF	- Eastern Africa Standby Force
EASFCOM	- Eastern Africa Standby Force Coordination Mechanism
FHQ	- Force Headquarters
GIZ	- Deutsche Gesellschaft für Internationale Zusammenarbeit
HQ	- Headquarters
HR	- Human Rights
IPSTC	- International Peace Support Training Centre
MET	- Mobile Evaluation Team
MTT	- Mobile Training Teams
NGO	- Non Governmental Organization
OAU	- Organization of African Unity
PCC	- Police Contributing Country
PDT	- Pre-deployment Training
PDT	- Pre-deployment Training
POC	- Protection of Civilians
PSC	- AU Peace and Security Council
REC	- Regional Economic Community
REM	- Regional Coordinating Mechanism
ROE	- Rules of Engagement

ROL	- Rule of Law
SEA	- Sexual Exploitation and Abuse
SGBV	- Sexual and Gender Based Violence
SME	- Subject Matter Expert
SOFA	- Status of Mission Agreement
SOMA	- Status of Force Agreement
SPLA	- Sudan People Liberation Army
SSAFE	- Safe and Secure Approach to Field Environment Course
SSPS	- South Sudan Police Service
SSR	- Security Sector Reform
TCC	- Troop Contributing Country
TMS	- Training Management System
TNA	- Training Needs Assessment
ToT	- Training of Trainers
UN	-United Nations
UNMISS	- United Nations Mission in the Republic of South Sudan
UNOCHA	- United Nations Office for the Coordination of Humanitarian Affairs
UNSOA	- United Nations Support Office for AMISOM

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INTRODUCTION

Background

The AU in 2002, by transforming the Organization of African Unity (OAU), was an important achievement towards attaining collective security and mitigating conflicts in Africa. The AU Peace and Security Council (PSC) was established by the July 2002 Durban Protocol, which defined the African Peace and Security Architecture (APSA). The African Standby Force (ASF), which represents Africa's future in Peace Support Operations (PSO) capacity and provides a framework that allows for a regional and multidimensional approach to conflict management, was derived from this protocol. The ASF structure is divided into the five regions of Africa; North, East, Southern, West and Central. Each region is to be composed of standby multidisciplinary (civilian, police and military) component of a brigade size providing the AU with the ability to establish peacekeeping operations in crisis zones, to maintain peace and security on the continent. The ASF is envisioned to provide peacekeeping forces on a high level of readiness, and capable of rapid deployment in response to a request by UN or AU. Training is one of the most important interventions in achieving operational readiness of ASF.

Member States through the Regional Economic Communities (RECs) / Regional Coordinating Mechanisms (REMs) are responsible for the training and readiness of their designated ASF capabilities. The aim of ASF training is to prepare designated military, police and civilians capabilities to conduct peace support operations within a multinational environment. Therefore, the RECs/REMs are responsible for continued improvement of the operational readiness of the ASF. In the Eastern Africa, the Eastern Africa Standby Force Coordinating Mechanism (EASFCOM) and International Peace Support Training Centre (IPSTC) are charged with the responsibility of providing PSO training.

IPSTC is mandated to carry out capacity building in international PSO to military, police, other uniformed and civilian personnel from the Member States of the EASF within the framework of APSA. In this regards, the conducts applied research, training and education of military, police and civilian personnel in all aspects of peace support operations in order to help improve the effectiveness of the international response to complex emergencies. Over the years, IPSTC has assisted in building capacity of the AU through training personnel in close coordination with EASFCOM. Since the training provided by IPSTC contributes to operationalization of the ASF, it is imperative that it must be relevant and respond to the PSO needs of AU.

Purpose of evaluation

The current global economic climate will continue to have an impact on IPSTC and the Eastern Africa region as partners, member states, regional and international organizations look to rationalize and justify program funding. Evaluating the linkages between training and employment is necessary in ensuring continued support from IPSTC partners and by extension contribute to the validation of IPSTC. Cognizant of the situation in South Sudan and Somalia, IPSTC in partnership with the Deutsche Gesellschaft für Internationale

Zusammenarbeit (GIZ) and the Eastern Africa Standby Force Coordination Mechanism (EASFCOM) constituted and subsequently deployed a Mobile Evaluation Team (MET) to Juba, in Republic of South Sudan and African Union Mission in Somalia (AMISOM) Headquarters, in Mogadishu, Somalia. The MET comprised the following:

- Col Paul Otieno - IPSTC, Chairman.
 - Ms Brigid Gesami - IPSTC, Secretary.
 - Mr Ludwig Kirchner - GIZ, Member.
 - Ms Daniela Link - GIZ, Member.
 - Ms Sonya Blum - GIZ, Member.
 - Lt Col Paul Mwasi - EASFCOM, Member.
 - Lt Col Ndahura Atwoki - EASFCOM, Member.
 - Mr Arthur Kanya - EASFCOM, Member.
 - Mr Demalesh Alemu - EASFCOM, Member
-
- Demalesh

Objectives

The mobile evaluation for the Republic of South Sudan was conducted from 25 – 29 June 2013, while that of AMISOM was conducted from 4 – 8 August 2014. Both Evaluations were conducted with aim of ascertaining the degree to which the training offered at IPSTC had achieved the desired objective and to identify any training requirements: The evaluations were meant to enable IPSTC to:

- Enhance existing feedback mechanisms through the implementation of the IPSTC Systems Approach to Training.
- Evaluate the effectiveness of peace operations training offered at the IPSTC in relation to its relevancy, currency and delivery methodology.
- Maximize the training Return on Investment (ROI) through directed engagement with both the clients (institutions and organizations) and training participants.
- Determine current and/or future training needs.
- Further strengthen the IPSTC's position as a Regional Centre of Excellence.

METHODOLOGY

Overview

This chapter describes the research methodology used during the evaluation and also notes the challenges and opportunities encountered during the evaluation. The methodology to evaluate the effectiveness and impact of training and identify training needs involved data collection through questionnaires, interviews, literature survey, and data analysis.

Evaluation information

Evaluation Information was gathered using a combination of methods; desk study, document and procedural review, focus group discussions, structured and semi structured interview for individuals and groups. The evaluation builds upon initial data that was gathered using IPSTC Training Management System (TMS). This data was used to establish entry points and identify key personnel to be interviewed. An initial email with interview questions was sent to carefully selected key personnel seeking their participation the evaluation. The MET team then made appointments and travelled to Juba and Mogadishu to interview various key personnel within both missions (UNMISS and AMISOM), South Sudan Government Departments, South Sudan Police, Sudan People's Liberation Army, UN Agencies, Human Rights, UNOCHA, National DDR Commission and Alumni. See attached interview schedule.

Interviews

The team used a set of generic and semi-structured questions for the interviews. The generic questions were supplemented by specific questions and guided discussions based on the objectives of the evaluation. All interviews were conducted on a face-face to basis. The interviews lasted between 1 hour and 2 hours. The objectives of the evaluation were used as the basis for structuring the interview questions and discussions and analyzing training effectiveness.

Evaluation criteria and identification of training needs

Evaluating the effectiveness of training entailed determining participants' general level of satisfaction with training and knowledge gained as result of the training, as well as evaluating how far the participants had changed their behaviour, based on the training they received and how they apply the learning at their work place. The MET also analyzed the final results of the training and how the learning impacted the participant's work environment. The team also evaluated IPSTC delivery methodology, including participation in training and training aids and materials used during training delivery. Copies of the actual questionnaires are contained in the interview recordings which are included in the Annex, while the actual findings during the interviews are summarized in chapter three of this report.

Based on the feedback and information gathered, the MET identified cross-cutting training needs as well as those for field missions, UN Agencies, South Sudan Government

Departments, South National DDR Commission, individual components (military, police and civilian) and alumni. The training needs are detailed in chapter four of this report. Although the evaluation was conducted in June and August 2013, the actual report was submitted in February 2014 after a reflections workshop.

Challenges and Opportunities

The evaluation encountered a number of a number of challenges which affected the timely completion of the report. The inception meeting did not take place on 4 June 2013 as initially planned. This resulted in the delay and subsequently a rush in planning the field visits which adversely affected the availability of key informants during the field interviews. Availability of team members was greatly affected by other competing priorities from their parent organizations. As such, planning and working meetings could not take place as scheduled, so was the travel to the field organizations and handing in of interview reports. Availability of team members also affected the composition of the teams that visited the Republic of South Sudan and AMISOM; which were different. Another factor that constrained the visit was the rate of return of the requests to conduct field interviews and visits. Only about 50% of those requested responded positively; this however could be understood due to lack of the evaluation team not providing sufficient lead time for the organizations to respond.

The security situation in Somalia also affected the planning and travel of members to AMISOM. Travel to the AMSIOM was delayed since authorization to travel to mission had to be given by AMSIOM headquarters, which also delayed. Some members in had to get clearance from their host nations and this also added some delays. The cumulative effect was the delay of the visit to South Sudan by one week and AMISOM by one month.

Finally, the compilation of the report also took long since the secretary of team was unavailable at the time of the compiling the report and responsibility was undertaken by the chairman of the team. Some team members also did not hand in their interview reports in good time, while others did not completely hand in their interview reports. At the time of compiling this report, only five out of the eight team members had handed in their interview reports. The brainstorming and discussions sessions intended to build consensus on the findings and recommendations of this report was attended by only four out of the eight original members of the team.

In spite of the challenges encountered during the evaluation, the support of UNMISS and AMISOM Mission Headquarters provide opportunities that contributed to the success of the field visits. UNMISS Mission Headquarters provided most of the meeting venues and the military component of UNMISS provided the team with a liaison officer, the Chief Military Personnel Officer, who coordinated the visit of the team, while UNMISS Military Chief of Staff volunteered his team for interview outside the planned interview schedule. AMISOM Mission Headquarters also provided a liaison officer, transport, all the meeting venues and security for the team while in Mogadishu. Lastly, two similar studies conducted by AU and a different team from IPSTC also help confirm the findings of the team and hence add to the validity of this report.

FINDINGS

Overview

This chapter presents the findings of the evaluation, focusing on the feedback from the participants about the effectiveness and impact of IPSTC training. The chapter begins by discussing participants' reaction to IPSTC training and then analyses the effectiveness and impact of IPSTC training based on the responses collected during the interviews. The linkage between training and employment, the learning environment as well as training delivery and support, challenges noted and participants' recommendations are also discussed in this chapter.

Feed back on training

Overall, the response from the interviews about IPSTC training was positive and most participants appreciated the learning opportunity afforded by the Centre. Most rated their experience as either good or excellent. Alumni interviewed noted that they would recommend IPSTC peace support operations training to others. This feedback gives an indication that that the learning events were designed with diverse learner needs in mind.

Most of the respondents agreed that IPSTC was indeed a Centre of Excellence and delivered relevant and effective courses that provided them with the necessary foundation and enabled them to adapt to work and field environment. They reported that the training has opened them to up to performing their duties and responsibilities and gave them an overview of the situation on the ground. The training prepared them effectively for deployment in the mission. The training at IPSTC was educative and prepared them for the challenges expected in the field. Besides giving a firm basis for undertaking their responsibilities, participants also reported that the courses also exposed them to other aspects to other aspects of the mission; cultural experience, mission expectations, stress management, among others. Based on positive comments received from IPSTC alumni, those who have not attended training at IPSTC expressed the desire to attend similar training to equip them to effectively undertake responsibilities.

Most participants assessed that the learning events were revised and adapted to reflect participant needs. Most participants indicated that they learnt and applied the knowledge at work place. When asked to comment on their ability to meet responsibilities at work place, participant generally reported a broadened understanding and confidence of enhanced performance.

Respondents indicated that their learning experiences were based on; classroom instruction, sharing experiences and use of learning aids and training materials. Most respondents appreciated practical sessions, exercises, demonstration, role plays simulations and methodology of delivery used in IPSTC training. This practically prepared them for undertaking their responsibilities in the field mission. A significant number of respondents believed that other methods of delivery would better respond to the specific

challenges and needs of PSO learning such as; lessons learned case studies, panel discussions and vignettes.

In general, the training conducted at IPSTC helped to enhance the capacity of participants. Respondents reported that the training received at IPSTC prepared them well and gave them an overview of the work environment in which they were going to operate. AMISOM and UNMISS personnel additionally reported that the training provided an opportunity to get to know the current situation and progress the missions were making. It additionally equipped them with good knowledge of mission structure and requirements, the culture of the people in the mission area, how to handle and different nationalities and cultures. The training provided an opportunity to bring people from different countries together and to interact and learn from each other.

Quote “If you have attended a course at IPSTC you turn out a better personnel at the mission – Capt Gitonga, AMISOM Logistics Course 2013”

Most courses were assessed as practical, focused and meeting the standard of PSO requirements. The courses were also assessed as current and customized to the needs of the field environment and captured emerging issues.

The courses generally gave a good overview of security situation on the ground and how the missions operate, besides providing substantial information about the country and preparing the participants for the deployment into field mission. At the strategic level, the courses exposed them to the working of UN/AU Headquarters which enabled them to have a better comprehension of the mission mandates and agreements.

“The training prepared us well and coming to AMISOM was like a continuation of the training.”The training helped create the cohesion needed for team building spirit and helped inform the multinational working relationship at AMISOM. It is an important training that ties you together and harmonizes your thoughts.”Personally, I found the trainings very well conducted” - Lt Col Sentamu (UPDF).

AMISOM logistics course is very current, well organized and used actual forms used in the mission as training; this was really appreciated by the participants since it enabled them to understand the overall operations of AMISOM logistics and brought them to par with current work procedures in AMISOM. RSML training equipped the senior leaders in the mission to undertake their tasks effectively.

Training impact

The field Missions (AMISOM and UNMISS) and South Sudan Government Departments reported changed behaviour and enhanced performance based on training received at IPSTC. In most cases, there was a difference between the participants that had IPSTC training and those who did not have; those with IPSTC training worked much better than their counterparts who did not have similar training. Some participants reported that the training raised their awareness and motivated them to study and train further so as to improve on the way they work.

IPSTC training positively impacted the participant's work environment. Many reported that the training brought them together before deploying into the field and created cohesion and understanding and the interactions and contacts established at IPSTC continued into the mission area and contributed to enhanced performance. Most appreciated that the training at IPSTC had impact at their place. For example, AMISOM senior leadership pointed that staff officers with AMISOM Force Headquarters generally produced better incidence reports than their counterparts without similar training. The Fire Fighting Unit in AMISOM attributed their major part of their success at work to the Fire Fighting they received at IPSTC, while UNMISS Gender Officer reported that the impact of Sexual and Gender-Based Violence (SGBV) Course offered to South Sudan participants is increasingly being felt at state level where some participants are able to initiate and engage in constructive SGBV discussions. Generally, the courses enabled the participants to understand the mission work environment and undertake a broad base of responsibilities in the field. RSML Course, Pre-deployment Training, AMISOM Logistics and AMISOM Force Headquarters training were singled out as some courses that provided the participants with an overview of the mission situation, appropriately prepared them for the real challenges in field missions and contributed to their effectiveness in carrying out their peacekeeping responsibilities.

"In my opinion RSML is such an important strategic course that should be a MUST for Senior Leaders in the Mission. IPSTC should consider giving AMISOM priority – at least 5 slots per year. This recommendation must be considered seriously." - Mr Chege (AMISOM).

Training methodology and support

IPSTC training methodology enabled sharing of experiences from other practitioners and practical sessions and role plays reinforced understanding.

"One thing I discovered at IPSTC is that most courses are very practical and Karen's environment is very good." - Rex Dendu (AMISOM).

The courses at IPSTC were reported as well organized and most facilitators were assessed as very experienced; Subject Matter Experts. Trainers were articulate, prepared and covered the course contents well. The courses are well administered and centre is equipped with training facilities and well trained support staff. The Centre has good training and audio-visual aids that enhanced learning. The exercises done were very practical and assisted not only in understanding the course but also understanding the mission operations. Predeployment trainings were reported to have been conducted very well and a lot of learning took place during the trainings. The Centre's learning environment, accommodation, catering facilities and food were rated as excellent. Some participants proposed that the Initial Administrative Brief given to course participants should include sources of information (especially the IPSTC website and library) and reference materials used during the training.

Role plays were cited as very useful in enhancing understanding and enabling one to get to get the feel of working in a multinational and multicultural team prepared them very well for the situation in Somalia. The role plays in class also had positive team building effects.

Linkage between training and employment

A good percentage of military and police trained at IPSTC ended up being deployed in peacekeeping missions; however, this was not the case with civilians. Since it was difficult to establish the percentage of personnel being trained at IPSTC who are employed appropriately, some respondent recommended that a proper study be commissioned to establish the percentage of personnel being trained at IPSTC who are employed in PSO related issues.

Training challenges

The most common challenge pointed out by participants was that of language and class composition. Language barrier, especially for francophone speaking countries, was cited as a hindrance in the learning process and class engagements at IPSTC where English language is used to deliver lessons. Some participants suggested that multilingual delivery (or best choice language) of courses and appropriate translation of materials and learning aids should be factored in course planning. In this regard, some suggested that IPSTC courses with participants speaking different languages should be delivered using the necessary translators. The option of translating the practical exercises, role plays, scenarios and vignettes to common languages spoken in the region should also be explored. Some of the participants felt that the selection process of course participants need to factor qualifications of participants as the basis of attending courses. It was felt that some courses were constituted of participants with varied levels of understanding and knowledge which negatively impacted on the learning process and transfer of knowledge. Many perceived that the selection process was not transparent and suggested that qualifications requirement should form the main basis for constituting or selecting course participants. It would be desirable to have participants with the same general level of understanding and background in a class to ensure maximum return on training investment. The benefit of having diverse audience in enriching dialogue and learning was noted in courses that were correctly constituted.

Training recommendations by participants

Finally, when asked to recommend on how the training could be improved, the following are some of the recommendations suggested:

- More training time was needed for pre-deployment and mission specific training before deployment. Many participants felt that pre-deployment learning event would have benefited from more time dedicated to panel discussions, in-depth exchange of best practices, challenges and opportunities.
- To ensure smooth transfer of knowledge, there is need to deliver training in the best language of choice during training.
- Customization of training curriculum is useful in ensuring smoother transfer and should continue to be practiced at IPSTC.
- IPSTC should export training to reach more personnel especially in field missions.
- Most of the respondents from AMISOM suggested that countries/participants earmarked for deployment in AMISOM should take relevant courses from IPSTC before deploying in the field.

TRAINING NEEDS

Overview

This chapter presents the training needs identified during the mobile evaluation. The chapter first discusses cross-cutting training needs identified during the evaluation, before discussing peacekeeping missions and UNOCHA training needs. Finally the chapter discusses the Government of South Sudan and South National DDR Commission training needs.

NB: The tight timelines for the evaluation meant that only few senior mission leaders were interviewed. However, a good number of middle level and junior mission staff were interviewed. Analysis will be based on this sample and reports regarding senior leaders may need to be validated later. Again, few or no UN Agencies, NGOs, Community Based Organizations (CBOs) and Civil Society Organizations (CSOs) were interviewed during the evaluation due to time constraints. Next evaluation could possibly target these groups.

Cross cutting training needs for all

With the end of the Cold War, the strategic context of PSO changed dramatically. Peacekeeping operations are typically deployed in fragile settings and increasingly require multidimensional workforce employing a mix of military, police and civilian capabilities to implement their mandates. This transformation of the PSO environment gave rise to Multi-Dimensional peacekeeping operations with complex mandates, wide range of tasks and multiple actors. This means that peacekeepers must have requisite knowledge and skills to effectively perform their tasks and therefore, calls for PSO training which can help improve performance and enhance mandate implementation. The host nations in which these missions operate also need to understand the context of peacekeeping. In this regard, it is essential to align training efforts to the needs dictated by the environment.

The following cross-cutting and priority training needs were identified during the evaluation interviews:

- Module on UN principles.
- Module on the Relationship between AU and the UN.
- Module on UN and AU peacekeeping history.
- Module on UN and AU decision-making bodies.
- Module on Security Council Resolutions and AU PSC Resolutions
- Module on Member States dynamics in peacekeeping.
- Module on Mission mandates, Status of Force Agreement and Status of Mission Agreement.
- Module on Country stability status and security situation.
- Module on Host Nation Sovereignty and its influence on mission mandate.
- Module on Cultural awareness. This should be included in all courses.
- Course on Sexual and Gender Based Violence (SGBV).

- Course on Child Protection - this course were deemed necessary for the mission personnel. It was especially recommended for personnel officers, field commanders and officers planning operations since it is important for them to factor concerns of children in their plans, know how to handle children and the agencies mandated to take care of children. Same applies to SGBV and Gender Courses.
- Course on CIMIC: CIMIC training needs to be reviewed in line with mission objectives. Customization of the CIMIC is important for SS and UNMISS since there are many NGOs and UN agencies doing CIMIC which should be factored when conducting the training
- Course on Crisis Management.
- Course Human rights and international humanitarian law and related UN policies.

Cross cutting peacekeeping missions training needs

In-theatre training (including induction training) was viewed by many respondents as a unique opportunity to introduce and familiarize with mission operational, logistical and administrative environment. Respondents confirmed support for this type of training for all personnel in the field missions and headquarters. Some suggested areas to be considered included, refresher leadership, communications and management training. The challenge experienced with field mission in this regard was late delivery. IPSTC was encouraged to study the contents of these trainings and others and suggest possible ways of ensuring timely delivery.

The following cross cutting priority training needs for peacekeeping mission (UNMISS and AMISOM) were identified during the evaluation interviews:

- Module on Mission mandate and its interaction with national and international politics.
- Module on the contribution of individual components to the overall mandate and inter-dependence between components operating in multidimensional peacekeeping contexts.
- Module on surge Concept - how do units cooperate to assist each other in their AORs.
- Module on traditions, customs and culture of the local population.
- Module on Transport Management in Field Missions.
- Module on Administrative Support to field mission.
- Module on Intercultural awareness and respect for diversity.
- Module on Rules of Engagement (ROE): The training on ROEs should be customized.
- Module on Communication skills for internal and external interactions.
- Module on Report writing skills to support management.
- Module on Stress management for mission staff.
- Module on International and national political dynamics and their effect on conflict and mission mandate.
- Module on Cooperation with other UN/AU Missions (Intermission Cooperation).
- Civilian and Police UN Logistics course.
- Zero-tolerance to Sexual Exploitation and Abuse (SEA) course.
- Peacekeeping management training for senior managers in field mission
- Safety and Security courses.
- Crisis Management Course.

- Regular workshop for Sector and Unit Commanders on CONOPS, Force Requirements, and emerging concepts and issues.
- Interoperability training/workshops to establish common understanding of mission CONOPs. Peacekeeping mission TCCs have different doctrines which may pose planning challenges to various mission staff officers and implementation challenges to component/sector commanders.
- Module on Situational awareness: Dynamics of the conflict and motivations of different actors.
- In-theatre training on emerging/identified issues.
- Refresher training for permanent staff – this is to be determined by management.

Pre-deployment training needs

Most respondents agreed that there was need for pre-deployment training and that the training they received was at IPSTC was relevant and enabled them to perform their duties well once they were posted to the field missions. Most felt that the time allocated for this training was short and needed adjustment. In addition, respondents requested more mission specific training guidance in the predeployment phase, including general country and mission information, as well as specific operational issues. The respondents also recommended the introduction of additional courses such as communication and language skills course, mission specific information, Rules of Engagement and Computer/Information Technology, among others

The following cross cutting priority training needs for pre-deployment training were identified during the evaluation interviews:

- Need to familiarize training participants with Weather, Terrain and Enemy since this affects deployment.
- Include stress management, Hostage taking and Mine awareness training in PDT. Hostage taking should be taught as a module in AMISOM PDT because of the types of threats in Mogadishu and Somalia.
- History of the Conflict and AMISOM.
- Coordination with other actors; international and national.
- Operational Achievements and Challenges of ongoing missions.
- Need for interoperability, Command and Control trainings to bring TCCs from different nationalities to the same standards expected of the UN.
- POC training should be given a lot of emphasis in PDT.
- ROEs training should be taught in the context of the mission.
- Commanders and component commanders should have training or workshops or conferences that bring them together to establish common understanding on mission objectives and CONOPS.
- How prevailing politics affects ROEs and POC.
- CIMIC training needs to be reviewed in line with mission objectives. Customization of the CIMIC is important since there are many NGOs and UN agencies doing CIMIC activities in a mission environment.

- Child protection training should be included in PDT.
- Guerilla/Asymmetric warfare, ambushes and IEDs training. This should be customized to capture evolving tactics used by militia and armed groups.

UNMISS training needs

- Workshop for UNMISS personnel on various topical and emerging issues for them to not only remain current, but also share experiences, best practices and lessons with counter parts from other regions and organizations.
- Training Needs of UNMISS Civilian Affairs Officers:
 - Management skills:
 - Facilitation and conduct of results-oriented meetings in a conflict context
 - Practical cross-cutting skills in the cultural setting of South Sudan.
- Sexual and gender-based violence.
- Humanitarian Coordination.
- Civil-Military Coordination.
- Skills development: leadership and management.
- NB: UNOCHA HQ has several training needs, but do not have own training centre and hire external trainers. Linking up with IPSTC and using their premises for the joint implementation of UN OCHA training should be explored by both UNOCHA and IPSTC.

KENBATT training needs

- Mission Mandate implementation and challenges experienced in regards to sovereignty and prevailing political dynamics.
- Cooperation between deployed Sectors (Units) in UMMISS and explanation of Surge Concept - how do units cooperate to assist each other in their AORs.
- Explanation of the mission phase (i.e. stabilization phase).
- Explanation of FHQ Training directive.
- Integrated operations of the UN Missions (Government, Local Authorities Military, Police, NGOs, UN and Humanitarian Agencies).
- Joint Borders Area operations with United Nations Interim Force for Abyei (UNISFA).
- More emphasis CIMIC.

Government of the Republic of South Sudan training needs

- More Rule of Law and Security Sector Reform Training.
- Gender Training to mainstream gender and professionalize the downsized SPLA.
- Incorporation conflict negotiations, mediation, and peacemaking in Gender Courses for South Sudan.
- Human Rights training. The need of this training still exists in South Sudan and it should be done in large numbers. This could be accomplished by increasing the number of courses, conduction through Mobile Training Teams, Training of Trainers (due consideration being given of the language barrier in all these approaches). Military, Corrections, Police and other uniform/organized forces should be given priority in training.
- Transitional Justice Training.

- Stockpiling and stock management training.
- Training should also be conducted for junior staff across most courses offered by IPSTC. So far the training is concentration on middle level and senior managers.
- Training of Trainers in identified programmes. This will assist in mitigating the language barrier in training. Priority should be given to gender and related courses to enable Government of South Sudan establish Gender Unit in disciplined services first, then other departments later.
- ROL training for SPLA and other armed/disciplined forces in South Sudan. Customization of this training is necessary as it may have to start from very rudimentary and basic level.
- There is need for foundational training in LEADERSHIP and SSR for Senior and Junior Military Leaders in SPLA, especially the Judge Advocates.
- Capacity and Management training for Peace and Reconciliation Commission and National Reconciliation Committee in South Sudan.
- Child protection for uniformed and disciplined service in South Sudan. For example, SPLA has a Child Protection Unit and its training needs are still huge. Child Protection training needs for communities, especially targeting community leaders is still large.
- SALW training for both senior and junior officers with SS uniformed and disciplined services. Customized training which should be conducted locally is recommended especially for SPLA about SALW (MTT).
- NB: There are large IDP camps in South Sudan with several training needs (e.g. child protection training) which IPSTC should further explore.

AMISOM training needs

- There is need to include safety and security courses and cultural awareness module as cross cutting issues in all AMISOM courses. The issue of cultural awareness is a critical factor which determines acceptance by the locals of the peacekeeping mission.
- Customized Gender Course for AMISOM. Training for this course should be delivered both within field mission and at IPSTC since there is a huge need.
- Contingent Owned Equipment (COE) training.
- Transport Management module as part of logistics training.
- In-Mission training for personnel in the field on Gender, ROL, HR, mission administrative support, among others. IPSTC, in consultation with AMISOM, should explore the option of using Mobile Training Teams (MTT).
- Mine awareness and IEDs training needs more emphasize since it poses the greatest challenge in AMISOM.
- Stress management. This course should be considered cross cutting and offered to all mission staff.
- Child protection and POC should be considered as cross cutting courses for those being deployed into AMISOM – these are issues that are very alive in Somalia.
- More RSML for senior leaders.
- AMISOM Force Generation. This is a new requirement which should be introduced and should be introduced urgently for staff officers from TCCs and PCCs dealing with issues of

generation of personnel and equipment into the mission. There is a need to organize crash Force Generation Course for AMISOM J1 Personnel.

- There may be need to conduct refresher in theatre training regularly - AMISOM and IPSTC accordingly).
- Advanced Course in Fire Fighting training. AMISOM Fire Fighting unit also trains the Somalis.
- Specific Police training for AMISOM Police focusing:
 - Community Policing.
 - Mid Level Management.
 - Security Sector Reforms.

CONCLUSIONS AND RECOMMENDATIONS

CONCLUSIONS

The findings of the MET indicate that training was essential in carrying out tasks effectively, but that there were some gaps in the training that needed to be addressed. These findings will enable IPSTC to refine the courses they already offer and have an opportunity to introduce new courses to meet mission specific requirements. Additionally IPSTC will be able to identify courses that can be delivered through mobile training. In conducting the MET, the team made every effort to capture a broad range of PSO training offered by IPSTC. Due to time limitation, in-depth evaluation, specific to courses was not possible. There may be need to conduct further evaluation specific to some courses such as protection of civilians, sexual and gender based violence, rule of law, corrections, child protection, security sector reforms and election monitoring that are key in reconstruction phase. This will then enable design of appropriate courses to address the concerns arising from the evaluations.

RECOMMENDATIONS

Overcoming language barrier

The official language of training at IPSTC is English. Language barrier has been recognized as one main hindrance that affects the tempo of learning at IPSTC. In some courses, it was serious to the extent that some participants had to be taken through the content of the course in the evening, mostly by colleagues, a process that should not be left to chance. The table below of official languages in the Eastern Africa Countries helps to further provide insights on the extent to which language barrier may be affecting learning at IPSTC:

Official Language(s)	Countries
Amharic	Ethiopia
Arabic	Sudan, South Sudan, Djibouti, Eritrea, Comoros
French	Djibouti, Burundi, Rwanda, Comoros, Seychelles
English	Eritrea, Kenya, Uganda, Rwanda, Seychelles
Somali	Somalia

It is clear from the table above that English, French and Arabic are common languages in the Eastern Africa region. In this regard, the following is recommended in order of priority:

- Proficiency in language as specified in calling notice should be the minimum for selecting course participants at IPSTC. This could be enforced through having a language pre-entry exam for IPSTC courses.
- Peacekeeping Missions (AMISOM and UNMISS), Member States, TCCs and PCCs should conduct language proficiency training or enforce language proficiency requirements for those earmarked for training or deployment into field missions.

Partners could be identified to assist in such training, while deliberate budgeting process could also be put in place to address the issue.

- Multilingual translation into best language of choice should be factored in all IPSTC courses.
- Translation of learning materials and learning aids (exercises, demonstrations, vignettes, role plays, audio, visual and others) into the common languages in the Eastern Africa Region.
- Acquisition of translation facilities for IPSTC courses.

Conducting in-theatre/mission field training/workshop

The environment and the requirements in a peacekeeping missions are dynamic and rapidly evolving; international and national politics continue to change, threats and conflict in the mission evolve fast, protection of vulnerable groups continue to attract international attention, mission mandates continue to be adjusted/changed, militia and armed groups continue to use asymmetric methods of warfare and the list continues. As the context of peacekeeping environment continues to rapidly change, so does the requisite knowledge and skills by required peacekeepers to effectively perform their tasks change. Training that urgently address these changes becomes imperative for effective mandate implementation. The feedback from the evaluation conducted in two field missions (AMISOM and UNMISS), UN agencies and Government Departments and services of the Republic of South Sudan confirmed the aforementioned. Based on the findings of the interview, the following in-theatre/mission field training is therefore recommended:

- Regular workshops and in theatre training should be conducted for personnel in various departments in UNMISS/AMISOM on various topical and emerging issues to not only assist the personnel get current but also share experiences, lessons learned and best practices. IPSTC in consultation with the field missions should be able to identify groups of personnel and topical/emerging issues to be addressed through training programmes/workshops. Based on the evaluation conducted the following is recommended:
 - o UNMISS and AMISOM Force Headquarters should conduct regular/refresher workshops for Sector and Unit Commanders on CONOPS, Force Requirements, ROEs, Doctrine Harmonization, Interoperability and other related emerging concepts and issues. Other dynamic areas for consideration in these workshops include SEA, SGBV, POC, Child Protection, DDR and CIMIC. The frequency of these workshops could be determined by how concepts evolve, rotation of commanders, monitoring of achievement and challenges among others. In this regard, troop rotations could be staggered and training harmonized accordingly for new commanders to effect interoperability and common of understanding.
 - o UNMISS Force Headquarters should conduct immediate workshop for Sector and Unit Commanders on Surge Concept. Surge concept was a new concept which was discussed in New York and was an adjustment due to current operational and political realities in the Republic of South Sudan. IPSTC should liaise closely with UNMISS to come up with an appropriate curriculum.

- Refresher training and other identified training programmes should be conducted for personnel who have stayed in the mission for a long time. The mission could coordinate with IPSTC to conduct and/or design such training either at IPSTC or within the mission using IPSTC mobile training teams. IPSTC could also assist the missions in designing and customizing training to fit their requirement. IPSTC should identify focal points within the missions with whom to coordinate such training issues.
- A crash training courses on Force Generation and Contingent Owned Equipment should be organized for AMISOM logistics and personnel staff officers. IPSTC with the advice AU, UNSOA, and UNOAU should able to design an appropriate curriculum.
- IPSTC should link with Department of Peacekeeping Operation (DPKO) in order to identify other training needs and other than those identified during the evaluation and discuss possible ways of delivering these training.

Predeployment training

Peacekeeping training ensures that peacekeepers are equipped with appropriate knowledge and skills to address the increasingly complex challenges experienced in peace support operations. Training strengthens capacity of field missions to manage and sustain operations in their areas of responsibility. Pre-deployment training, in particular, is meant to boost the preparedness of UN Peacekeepers before actual deployment on the ground. IPSTC has conducted several of such courses, which were also evaluated during the visit. Based on the findings and training needs identified, the following is recommended:

- The duration of predeployment training should be adjusted to give more time for practical exercises, case studies, scenarios, vignettes and panel discussion with either current or recent mission field commanders.
- The training curriculum should be reviewed to take account of the training needs earlier identified in chapter four of this report. Training should put more emphasis on integrated operations of the UN Missions.
- Predeployment should be a mandatory training for personnel deploying into field missions. All personnel deploying in the mission should have a minimum of pre-deployment training. Those deployed to Mission Headquarters should have the relevant/requisite training in their respective areas of deployment.
- Modules on multidimensionality of Complex Integrated PSO missions should be included in all Pre-deployment training. Such modules should concentrate more on integrated operations of the UN Missions (military, police, humanitarian, UN agencies, local authorities, government).

Training needs

It is recommended that all the training needs identified in chapter 3 of this report should be considered and appropriate curriculum designed so as address performance gaps identified during the evaluation.

Training delivery

It is recommended that IPSTC continues with practice of using SME experts and practitioners to deliver its training programmes, especially specialized modules. For example, ROEs should be taught by field/component commanders on the ground and serving mission personnel could be invited to deliver training as practitioners for mission specific training. Due to language barrier, it is also recommended that more use of audio and visual learning aids and exercises like case studies, scenarios, videos, vignettes, exercises be practiced to enhance learning.

Mandatory training

It is recommended that mission should incorporate some mandatory training for personnel deploying into field missions. This was especially noticed as necessary in the case of AMISOM where staff officers are nominated for positions rather than selected. Some of the mandatory courses recommended AMISOM FHQ Staff Officers include FHQ Staff Officer Training and Logistics Training.

Selection/assessment of course participants

Selection of participants should be done carefully to ensure a balanced class in terms of components (military, police and civilian), level of knowledge, experience and skills. It is recommended that the criteria set out in the calling notice be used as the basis for acceptance into IPSTC training programmes. In addition, it is also recommended that assessment exercise should be introduced in IPSTC courses to motivate course participants to take the learning process seriously.

Customization of training

It recommended that IPSTC continues to customize training programmes as it currently does. This is deemed necessary since the PSO mission environment is very fluid and training should adapt to the changes in the environment. For example UNMISS CIMIC training needs to factor the revised mission mandate as well as the many humanitarian as well NGOs and UN agencies currently operating in various regions in South Sudan. AMISOM ROEs training on the hand need to factor prevailing/emerging threats an issues such as IEDs, house search, hostage taking, assassinations, curfew orders; that is, ROEs should be mapped on the current threats and not taught in isolation.

Interpretation rules of engagement

Since ROEs can be abused, especially the use of deadly force, it is recommended that regular workshops and in theatre training be used establish common interpretation of the ROEs throughout the field missions.

Design of fire fighting training curriculum to train Somali fire fighters

It was established that Fire Fighting Unit in AMISOM is currently assisting in training fire fighters for Somali Air Ports and Mogadishu. In spite of the rudimentary curriculum and

staff used by the unit to put the training into effect, the impact of training has been impressive. At the time of conducting the interview, more than 10 fires in Mogadishu had been suppressed by the Somalis trained by this unit. In this regard, it is recommended that IPSTC closely liaises with UNSOA and Fire Fighting Unit to design a curriculum to assist in training Somali Fire Fighters and also conduct TOT for selected personnel in AMISOM Fire Fighting Unit. It should be noted that there are several airports which are now coming up in Somalia and the Fire Fighting Unit in AMISOM may not be able to cater for all them, hence the need to train Somalis to take over the responsibility.

Mobile training

Due to language barrier, training cost and need to train large numbers, it is recommend that IPSTC uses mobile training to deliver some training in high demand such as ROL, SGBV, CP, among others. IPSTC could partner with either the field mission, UN Agency or the Government of South Sudan to deliver such training.

Engendering courses

The finding from the field identified gender as cross cutting issues that should be factored in all IPSTC courses. In this regard, it is recommended that IPSTC should engender all the courses.

Return on training investment

It is recommended that a proper study be commissioned to establish the percentage of personnel being trained at IPSTC who are employed in PSO related work.

Follow on evaluation

Due to tight timelines for the evaluation few senior mission leaders were and UN Agencies, NGOs, Community Based Organizations (CBOs) and Civil Society Organizations (CSOs) were interviewed. The report may not be reflective of their needs and views. In this regards, it is recommended that the next evaluation conducted should target this group to enhance this report.

SURVEY QUESTIONNAIRE

TRAINING NEEDS AND EVALUATION VISIT

AFRICAN UNION MISSION TO SOMALIA HEADQUARTERS

July 2013



International Peace Support
Training Centre
Peace & Security Research
Department
(PSRD)

Funded by:



In Partnership with: Eastern Africa Standby Force
Coordinating Mechanism



Acknowledgement

Thank you for participating in our survey. We want you to know that your feedback and opinions are very important to us, and that we need your input in order to continue doing what we do well and improve in those areas that would further strengthen the training we offer

Thank you for your participation.

General Survey Questions

1. Does the curriculum at IPSTC satisfy the training requirements of your branch/organization?

Yes No

If No, why?

2. Based on your branch/organization, what are the current and/or projected future training gaps you have identified?

3. Would the development and subsequent delivery of customized and localized (In-theatre) training for your branch/organization be of interest to you?

4. How can IPSTC assist in the achievement of your branch/organization mission, objectives and goals?

5. Of the employees that have attended training at the IPSTC, have you noticed a measurable difference – positive or negative in their performance in comparison to someone who had not attended training?

6. Which other courses would you need to attend in order to be more effective in your current appointment?

THANK YOU.

AMISOM VISIT SCHEDULE

	ACTIVITY	
TIME	TEAM 1	TEAM 2
AUGUST 5TH 2013		
0800 – 0900	Tentative Travel	Tentative Travel
0900 – 1000	Tentative Travel	Tentative Travel
1000 – 1100	Tentative Travel	Tentative Travel
1100 – 1200	Tentative Travel	Tentative Travel
1200 – 1300		
1300 – 1400	Lunch	Lunch
1400 – 1500	Security Briefing	Security Briefing
1500 – 1600	Civilian Chief of Staff	Military Chief of Staff
1600 – 1700		
AUGUST 6TH 2013		
0800 – 0815	Courtesy Call SRCC/Deputy SRCC	Courtesy Call SRCC/Deputy SRCC
0815 – 1015	Focus Group – Legal, ROL, DDR, PCRD	MOC (Integrated Operations Planning & Monitoring Function)
1015 – 1115	Safety and Security Unit	Individual Alumni
1115 – 1215	Individual Alumni	Individual Alumni
1215 – 1315	Lunch	Lunch
1315 – 1515	Focus Group - MAC (Integrated Information Collection Analysis Function)	Focus Group - Humanitarian (Human Rights, Child Protection and Gender)

1515 - 1615	Individual Alumni	Individual Alumni
1615 - 1715	Team Meeting	Team Meeting
AUGUST 7TH 2013		
0800 - 0815	Courtesy Call – Force Commander	Courtesy Call – Force Commander
0815 - 1000	Focus Group – Integrated Mission Training Centre	Focus Group – Ops and Plans (J2, J3, J5, J7, J9)
1000 - 1200	Focus Group - Support and Enablers (J1, J4)	Focus Group – AMISOM HQ Training
1200 - 1300	Lunch	Lunch
1300 - 1500	Focus Group - AMISOM Fire Fighter Training	Focus Group – AMISOM Logistics
1500 - 1700	Focus Group – AMISOM HQ Multinational Training	2 Visits: <ul style="list-style-type: none"> • Safety and Security Office • Liaison Office
AUGUST 8TH 2013		
0800 - 1000	Focus Group – Alumni	Focus Group – Alumni
1000 - 1200	Team Meeting	Team Meeting
1200 - 1300	Lunch	Lunch
1300 - 1400	Checkout	Checkout
1400 - 1700	Tentative Travel	Tentative Travel