

PEACE BUILDERS



01 JANUARY- 31 MARCH 2011

NEWS

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

A word from the Director

The first quarter of the year 2011 started on a high note for the IPSTC family with a series of training, education and research activities targeting the multidimensional components within a contemporary Peace Support Operations (PSO) environment. Indeed, the flagship course of the centre, the 4th Regional Senior Mission Leaders' Course, meant to strengthen the senior leadership within EASFCOM and the ASF, was successfully conducted. The quarter has also witnessed the inaugural Protection of Civilians course that is critical in today's fluid and complex environment within which modern PSOs operate.

As we embark on the intensive training, education and research schedule ahead of us, I want to commend all the staff for their unflinching dedication and commitment. I have no doubt in my mind that, as a team, we will surpass last year's targets. Keep up the good work even as we prepare for the inaugural IPSTC Open Day on the 14 April 2011 in which we shall showcase our services and products to all our dear guests from within and outside.

ROBERT K KIBOCHI
Brigadier Director, IPSTC

ANNOUNCING

IPSTC Open Day

The International Peace Support Training Centre, Karen will be holding its first Open Day on 14th April 2011 at the Humanitarian Peace Support School in Embakasi. The Theme of this event is:

"Enhancing Regional Peace and Security through Capacity Building in Peace Operations".

The Open Day has been organized to facilitate a closer interaction between the Centre and the consumers of its Research, Training and Educational products as well as the Partners who continue to support the Centre's development into a Centre of Excellence in Peace Operations training.

The occasion will further facilitate a closer interaction between the Centre and the Partners who have contributed immensely towards the attainment of the Centre's Mission of capacity building for peace and security. As well, the event is intended to provide the Centre's training audience with an opportunity to dialogue with the institution on how the Centre can contribute to the development of the overall Africa Peace and Security Architecture.

The ultimate aim is to cultivate a positive public perception and visibility of the role of IPSTC in enhancing regional peace and security through use of the media.

in this ISSUE

Peace Support Logistics Course	2
Fourth Regional Senior Mission Leaders Course	3
Conflict Analysis and Prevention Course	4
Peace Support Operations Logistics Course	4
Understanding Conflict Course	5
Protection of Civilians Course Writing Board	6
Re-inventing the Regional Stability	7
Responses to Conflict in Africa	8
Counter-Human Trafficking Course	9
Curriculum Development and Evaluation Updates	10
The Fire Next Door: Some Lessons for Sub-Saharan Africa from The Arab World	11
Challenges of Leadership in a Multi-Dimensional, Contemporary Peacekeeping Setting	12
20th Kenyan Battalion Contingent Officers Pre-Deployment Course	13
A Visit to a Unique Village	14
The Training Management System	15
Summary of Activities/Visits to IPSTC Headquarters	16-17
Team Building in International Peace Support Training Centre	18-19
IPSTC 2nd Quarter Events Calendar	back page



Peace Support Logistics Course 24 January - 4 February 2011



Major Rod Little, PCSS Training Officer, delivers a lecture to PSO Log students in Amani Hall.

They came from Benin, Botswana, Cameroon, Kenya, Mali, Namibia, Nigeria, Rwanda, Senegal, Sierra Leone, Tanzania and Zambia, 32 Officers from Captain to Lieutenant-Colonel with backgrounds in not only logistics, but other specialties such as Armoured and Air Traffic Controller. All arrived at the International Peace Support Training Centre (IPSTC) in the Karen suburb of Nairobi to take part in the Canadian-funded Peace Support Operations Logistics course. The Canadian Forces Director of Military and Training Cooperation put out the call for candidates across Africa and its Logistics Officer posted to IPSTC, Major Rod Little, acted as the overall Course Director, Coordinator and Chief Instructor.

A key component to the course is having dedicated and knowledgeable instructors and syndicate mentors. For this there was Lieutenant Colonel Komlam Adjitowou (Togo), Major Marc Chabot (Canada) from Ecole de Maintien Paix, Bamako and Major Julius "Jugsy" Unsing (UK) from IPSTC. These Officers provided excellent PSO Logistics lectures and worked closely with their syndicates.

Opening the course was Canadian Political Officer from the Nairobi Canadian High Commission Richard Lebars. Mr. Lebars spoke of Canada's support to the course as part of the country's continued efforts to build international capacity to engage in peace operations in accordance with international norms and Canada's G8 commitments.

Another key element of the course is to have experienced guest lecturers currently working in the field of logistics for missions or other key organizations. Highlighting the list was Mr. David Pittfield, the Chief of

Integrated Service Support for MONUSCO (UN Mission in the Congo). This extremely experienced logistics expert gave an in-depth and well-received look at the complexities of providing \$1.3B annual budgeted service support in one of the most challenging logistics environments imaginable. Not only is Mr. Pittfield an experienced UN logistics expert but he is also a former Canadian Forces Officer who once commanded the 3rd Battalion of the Royal Canadian Regiment, making him highly suitable to relate to his military audience. Colonel Mor MBow, the Logistics Planning Officer for the African Standby Force (ASF) in the Peace Support Operations Division also enhanced student learning by updating the course on the current and future focus of logistics for the ASF. From Addis Ababa came Dr. Andrez Grzelka of the United Nations Director of Peace Keeping Operations. Dr Grzelka gave an excellent presentation on the current UN and AU logistics and the changes that are coming. Lieutenant-Colonel Billy Winters and Lieutenant-Colonel Guy Levine from the East African Standby Brigade HQ gave an overview of the East African Standby Force and the related logistics concepts. Rounding out the guest lecturers was Mr.



Participants during the Peace Support Logistics Course at Bomas of Kenya

Michael Hanrahan, another former Canadian Forces Officer of 37 years who, after retiring from the CF, is now the Chief Technical Services in the United Nations Support Office for AMISOM (Somalia mission). Mr. Hanrahan was instrumental in giving the students a detailed look at how a multi-faceted logistics concept can work.

After being given a solid foundation of logistics planning, reconnaissance, and reception-staging-onward movement- and Integration, each syndicate was challenged in two exercises, producing six complete briefs to the mission command team represented by the DS and Course Director. Progress throughout the course was evident, culminating in exceptional RSOI briefs for the final exercise. It was clear that each student fully met the course objectives and could return to their home countries with a solid understanding of and tools for logistics planning for not only PSOs, but any military tasking.

The course was taken to the Bomas of Kenya on the Saturday between the two-week study to view traditional Kenya villages, go shopping and finally to enjoy dancing displays. Two students were also included in the final dance that was a highlight of the afternoon for all participants.

Mr. David Collins, the Canadian High Commissioner to Nairobi, addressed the students and received a thank-you from the student body in the form of a wood-mounted course picture. Brigadier Robert Kibochi, the Director of IPSTC, was the key guest and speaker at the closing ceremonies. Each student was presented a course certificate, CD, course report and class photo from the Director. Brigadier Kibochi addressed the course and impressed upon them the importance of PSOs on the continent and the direction in which future AU missions are taking.

Student course critiques showed that each student, regardless of specialty, benefitted greatly from the course by improving their understanding of logistics concepts and overall planning skills. A common theme in areas to improve was a desire to extend the course with more time for syndicate work as this was the area that was seen as an exceptional means to confirm skill and knowledge obtained from the lecturers.

Overall, the course was a resounding success. Many friends were made and life-time memories were formed.

ROD LITTLE, Major
SOII Logistics Training—PCSS
IPSTC
rod.little@ipstc.org

Fourth Regional Senior Mission Leaders Course



The dignitaries during the opening of the Senior Regional Mission Leaders' Course

The 4th serial of the IPSTC flagship course, the Regional Senior Mission Leaders' Course, was conducted at the International Peace Support Training Centre (IPSTC), Kenya, from Monday, 07 February to Friday, 18 February 2011.

The Course, which is held annually, is intended to strengthen the senior leadership within Eastern Africa Standby Force and the African Standby Force at large. This course provides a forum in which participants are exposed to aspects of leadership and management at the senior levels that are vital to both the planning and conduct of peace operations.

The course commenced on a high note with an opening ceremony presided by the Vice Chief of the General Staff, Lt Gen J W Karangi and Commander of British Peace Support Team East Africa, Colonel James Cunliffe who represents the United Kingdom (UK), the sponsors of the course. In attendance also was the Director EASFCOM Maj Gen (Rtd) Cyrille Ndayirukiye and Maj Gen Jofidha Otieno, Commandant Defence Staff College.

This fourth serial of the course was composed of participants from military, police and civilian institutions involved in peace and security issues. The course participants demonstrated the diversity of the course and served to ensure a balanced and enriching discourse on various peace and security issues.

In today's peacekeeping interventions it is crucial for military, civilian police, UN civilian staff, UN agencies, international agencies, and non-government organizations to work together in a multi-disciplinary and multi-cultural environment.

The course aims at increasing awareness of the various actors involved in the planning and conduct of a peace operation at the strategic and political level, enhancing understanding of strategic leadership and management issues in peace operations and situating peace operations within the larger context of the cycle of conflict.

The course focuses on leadership and management in the planning and conduct of a peace operation and includes such topics as: Strategic Thinking, Leadership and Collaborative Decision Making; the Cycle of Conflict including Identification, Prevention,

Intervention, Resolution and Peace Building; African Peace and Security Architecture; AU Decision Making Process; African Standby Force (ASF) Vision and Concept; EASF Vision and Concept; UN/AU Policing, Mission Support Partnerships and UN Support Structures of contemporary peace operations and chains of Command and Control. Furthermore, issues were examined dealing with Negotiation and Maintenance of good relations with leading parties in the host country, such as ministries, government agencies and the media, Principles of Peacekeeping, Legal aspects of Peace Operations, Law of Armed Conflict, United Nations Charter and Doctrine, Conflict Management and Negotiations and Mediation.

Cross cutting issues as related to the planning and conduct of a peace operation were tackled as well as Gender Issues, Human Rights, Public Information and Media Relations, Security Sector Reform and Protection of Civilians.

All this was delivered by a highly experienced group of mentors and facilitators. The course Director was Brigadier Robert Kibochi who is also the Director of IPSTC. The mentors were: Directors of Studies Maj Gen (rtd) Robert Gordon, Lt Gen (Rtd) Owonibi, Maj Gen (Rtd) Mike Fryer and Hon J B Natama who are all senior and experienced former Force Commanders, Police Commissioner and Head of Mission within UN/AU Peacekeeping Mission. Subject Matter Experts were invited to talk on specific areas of interest.

It is believed that the participants gained the essential skills and knowledge required for them to carry out roles as Senior Mission Leaders in AU and UN assignments.

The closing ceremony was presided by the Assistant Chief of the General Staff, Maj Gen F K Nthenge and Commander of British Peace Support Team (East Africa). Also in attendance were Colonel James Cunliffe and Maj Gen (Rtd) Cyrille Ndayirukiye, both of whom were present at the opening ceremony (ref. above).

MARK TUM RICHARD, Major
SOII Training - PCSS
mtum@ipstc.org

Conflict Analysis and Prevention Course

21st February-4th March 2011

The second Conflict Analysis and Prevention course was conducted at the International Peace Support Training Centre, Karen, from 21st February to 4th March 2011. It is important to note that out of all the pilot courses, this one has gone through the second round of delivery. The course was designed and the curriculum developed in 2009 and was first delivered in March 2010. Soon after the second course, which ended a while ago, a workshop was held to reflect on the past two courses, based on participants' evaluation.

The just concluded course brought together 22 participants from 12 countries in Africa and beyond and included Sudan, Kenya, Burundi, Uganda, Tanzania, Somalia, Comoros, Mali, India, Austria, New Zealand, and United States of America. Three peacekeeping missions, United Nations Mission in Sudan (UNMIS), African Union/United Nations Hybrid Operation in Darfur (UNAMID), and African Union Mission in Somalia (AMISOM) sent representatives to the course from departments of civil affairs, political affairs, and the Joint Mission Analysis Centre (JMCA) who shared experiences, best practice and the challenges they face in the field. The International Conference on the Great Lakes Region (ICGLR) sent representatives from some of their national focal points – Ministries of Foreign Affairs, Sudan and Tanzania - and personnel from conflict prevention and humanitarian assistance departments. From the Kenya National Steering Committee, participants came from the Ministry of Youth Affairs and Sports, Ministry of State for Provincial Administration and Internal Security, as well as from IGAD and peace monitoring



Participant and facilitator making a presentation during the course

officers from those parts of Kenya that are considered to have experienced heightened tension during the post-election violence.

Worth complimenting was the fact that there was an almost gender balance with 51% female representation. This fact supports the requirements of United Nations Security Council Resolution (UNSCR) 1325 which encourages an increase in participation of women in all peacekeeping and peace building measures.

During the course participants were actively engaged in practical exercises, based on live case country scenarios from the African continent that motivated discussions and experience sharing.

This aspect gave the participants an opportunity to critically analyze the conflicts in the continent and also to make predictions on what would be the best, the likely and the worst case scenarios. This is an aspect that showed participants the realities of the dynamics and complexities of

conflicts in the continent, more so in the Eastern African Region.

The participants carried out an in-depth analysis that provided a systematic study of causes, actors and dynamics of conflict. This skill is meant to help build the capacity of peace support operations staff to gain a better understanding of the context in which they work and therefore design appropriate interventions at different levels of work. Conflict analysis helps assess the nature of relationships among actors and increase understanding of the links between the broader socio-political and economic contexts in a bid to prevent conflicts. It is our hope that the course will go a long way to inform decision-making processes in peace support operations that already exist and those to come.

FLORENCE ODUOR
Training Coordinator—PCSS, IPSTC
trgcoord@ipstc.org

Peace Support Operations Logistics Course

Introduction

A Peace Support Operations (PSO) Logistics Course specifically designed for the African Union Mission in Somalia (AMISOM) was run at IPSTC from 8 - 18 March, 2011. Funded by the British Peace Support Team, this was the third UNSOA/AMISOM logistics course run at IPSTC. The course was jointly prepared and conducted by Major Rod Little from IPSTC as the Course Director and Patrick Duah, Chief Training Officer United Nations Support Office AMISOM (UNSOA). The last AMISOM course noted the difficulties encountered with French speaking candidates from one of the major AMISOM troop-contributing countries (Burundi), so to improve the delivery this time, IPSTC brought in two Officers from Ecole de Maintien Paix (EMP) Bamako. Major Little also carried out Directing Staff (DS) duties and UNSOA staff rounded out the team.

During the first week of the course, the 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 centring 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). Briefing skills were honed by the Course Director presenting a demonstration logistics' brief on day two of the course to set the standard. There was syndicate work in all three of the above 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.

Students

There were 26 students on the course, 11 from each of the Troop Contributing Countries, deploying to Somalia and four UNSOA/AMISOM staff members. Six Burundians after attending the course actually departed direct to the mission area. The course benefitted greatly from the fact that all were logistics specialists. Ranks represented were Second Lieutenant to Colonel as well as Warrant Officers along with four civilians.

Directing Staff

Lieutenant Colonel Adjitowou and Major Chabot from EMP along with Lieutenant-Colonel Kombo and Major Little from IPSTC conducted various logistics lectures and subsequent syndicate presentations on planning. During the last three and a half days, UNSOA

Understanding Conflict Course

The above mentioned course was held at the Rwanda Peace Academy in Musanze from 24-28 January 2011. The course was sponsored by United Nations Institute for Training and Research (UNITAR), King's College London, United Nations Development Programme (UNDP), the Government of Japan, African Leadership Centre and the host, Rwanda Peace Academy (RPA).

The International Course was a joint collaboration between the RPA and UNITAR and King's College London. The overall objective of the course was to contribute to the effectiveness of peace operations in the preparedness and readiness of civilian, military and police personnel. The course was specifically aimed to synthesize the key elements of conflict analysis and integrate them into the context of the planning of a peace operation. At the same time it provided participants with an overview of the key elements of conflict analysis and of how these can be integrated into the context of pre-intervention assessment and planning by identifying potential and existing conflict causes in a given context, as the course also outlined possible factors contributing to peace, mapped out the actors that are engaged in or are affected by conflict, traced the conflict dynamics, and analyzed the interaction between the specific context and future/current interventions.

The course covered the following major topics: the main types of conflict; different responses to conflict; proximate and structural causes; conflict trigger points; actors in a conflict who are the major parties of conflict, interests and positions; ethnicity and religion as major conflict motives; war economics and natural resource based



The closing ceremony presided over by Rwanda Minister for Defence Gen (Rtd) James Kabarebe.

conflicts; conflict escalation and de-escalation; conflict mapping and dynamics; building scenarios and current responses; making strategic and programmatic recommendations; and gender sensitive conflict approach

The Directing Staff included Dr Funmi Olonisakin and Dr Abiodun Alao both from King's College London, Michael Owiso and Dr Godwin Murunga from the African Leadership Centre, Nairobi and Ms Zeedah Mangeli. The course was privileged to be addressed by Lt Gen Satish Nambiar (Rtd) from India and former Force Commander in the former Yugoslavia under the theme Reflections on the direction in which UN peacekeeping is headed and what needs to be addressed.

One of the critical lessons, other than the theory of conflict, is the use of real case scenarios

(Kenya, Cote d'Ivoire, Tunisia and South Sudan) as opposed to hypothetical scenarios. All these scenarios are studied deeply in terms of root causes of conflict, present challenges and possible outcomes in future. This mode of study helps to bring out key lessons in any conflict, although each has its own sensitivities.

The course was successful in bringing out the lessons on conflict especially within the regional context.

It was opened by the acting Commandant of RPA Brig Gen F Kamanzi and closed by the Rwanda Minister for Defence Gen (Rtd) James Kabarebe.

MARK TUM RICHARD, Major
SOII Training - PCSS
mtum@ipstc.org

Amisom, 8 - 18 March 2011



Students from TCC Uganda and Burundi along with AMISOM staff conducting a syndicate discussion

Directing Staff carried out all instructions and oversaw several syndicate exercises and presentations. This allowed key learning to take place since 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 8/9 person syndicate work/exercises. The Commandant of BPST, Colonel Cunliffe, officiated at the course's opening ceremony and also addressed the participants. On the evening of the first day there was a reception held in the accommodation block.

IPSTC provided bus transportation for students to downtown Nairobi on Saturday and Sunday, allowing them time to see the sights and do some shopping.

The closing ceremony was held at noon on the last day of the course, 18 March. The Chief Administrative Officer of AMISOM, Timothy Kiguti, and IPSTC Head of Research, Lieutenant-Colonel Sitienei, attended. They presented the course certificates and addressed the participants. A student representative presented a plaque to Lieutenant-Colonel Sitienei thanking the

school for conducting the training. The closing was followed by a special lunch enjoyed by all. Each student was given a CD at the conclusion of the session containing 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 and UNSOA Training Office were completely satisfied with all aspects of the conduct of the course. There was constant close liaison and cooperation between UNSOA Training Staff and IPSTC. Students remained well engaged throughout the conduct of the course and were genuinely satisfied with their learning experience. Better delivery in French is an area that can improve the course. Future AMISOM Logistics courses will be planned and carried out following this model.

Major ROD LITTLE
Course Director
rod.little@ipstc.org



Protection of Civilians Course Writing Board

International Humanitarian Law (IHL) forbids methods of warfare that fail to make a distinction between those taking part in the fighting and those, such as civilians, who are not; the reason being to protect the civilian population, individual civilians and civilian property; and avoid causing unnecessary injury or needless suffering. It is expected that combatants will distinguish themselves without “collateral damage” to civilian populations.

The convention for the Amelioration of the Conditions of the Wounded Armies in the Field, adopted in Geneva, in 1864 (the First Geneva Convention), laid the foundation for IHL. The convention outlines the obligations of parties to a non-international armed conflict in dealing with civilian populations. The protocol declares that, “...neither the civilian population, nor individual civilians may be the object of attacks; moreover, acts of terrorism against them are prohibited.” Civilians benefit from this protection as long as they do not take a direct part in hostilities.

Despite this, the world still grapples with the issue of the protection of civilians. The massive extent of civilian suffering that became an unfortunate part of intra-state conflicts in the post Cold War period has been a disturbing factor. The emergence of often unstructured armed non-state actors, breaking the domination of the state through coercive force, has produced so much humanitarian disaster that it has renewed interest in the plight of civilians.

It was in a bid to address these concerns that IPSTC undertook to develop a Protection of Civilians Course intended to enhance the

participant’s capacity to plan, implement and assess Protection of Civilian activities in peacekeeping operations.

A board composed of representatives from the peace and security research department, the peace and conflict studies school, the Swedish defence research agency and Dr Joachim Schwendenwein of Kassel, was constituted to develop a curriculum for this important course.

The board determined the ideal target audience for the course as:

- a. Team Leaders on or earmarked for deployment to a peacekeeping operation. This includes an equitable distribution (based on distribution of positions in the field) between the Civilian, Police, and Military components.
- b. Personnel involved in the planning of peacekeeping operations either at the international or national level.
- c. Personnel from the ‘Protection Cluster’ in the various countries with existing peacekeeping operations

The first in the series of the course was to run for two weeks starting 21st March 2011.

Lt. Col JOYCE SITIENEI
Head of Research
PRSD

*Protection of
Civilian Writing
Board session 8
12 FEB 2011*



Re-inventing Regional Stability

The Eastern Africa Peace and Security arena is made up of contributors that include policy makers, strategists, administrators and researchers. The research arm presents a strong case in support of policy formulation, advisory and general needs assessments. This is more so due to the demand of the research in providing technical direction for critical decision making. Therefore, policy researchers are required not only to be innovative but also relevant to the societal and organizational order. To achieve this goal researchers constantly delve in modelling and reconstruction of various issues. More often results of their work provide long-term measures in addressing issues affecting people such as those involved in conflict.

While meditating on this wider view of what researchers do, we might want to visualize what the society expects of this individual! The Oxford Advanced Dictionary describes this person in four words: canvasser, investigator, examiner or pollster. Some definitions describe researchers as those with solutions to every organizational problem. In order to get perspectives on this, let's start by examining exactly who is a researcher:

Who is a researcher? The general understanding is that a researcher is one who comprehends the system, identifies himself/herself with the system, conceptualizes the needs of the system, identifies the gaps in the system and provides systematic suggestions to the challenges facing the system. Remember, a researcher does not provide solutions to the organizational problems but uses skills in research and talents to enable readers to gain a deeper understanding of issues in different dimensions. Researchers differ from bureaucrats in the sense that the former demonstrate impartiality as opposed to a one-sided opinion characterized by the latter group. However, just like bureaucrats, they will sit at the back of premier policy makers during important Summits and Workshops, but their advice will remain objective and based on scientific analysis of issues, disregarding the political environment.

How do you connect research to policy? The ideal character of a researcher should be a person of broad vision, able to see beyond the boundaries of his/her own discipline, who also searches for meanings and is prepared to examine the problem values. But then



Above: Mr. Onditi (Post-Conflict Researcher) (Right) accompanied by a Dinka Herdsman at the Uganda-South Sudan border in Nimule during the 2011 regional field research. Livelihood and cross-border lifestyle challenges are some of the research themes that IPSTC prioritizes due to its role in the regional conflicts

he/she should see the relevance of higher discipline to other areas of knowledge and to functions of the clients. Bear in mind that policy makers (in most cases) are either gifted leaders or professionally trained managers whose role in an organization gives a bird's eye view and therefore lacks the leisure of thinking through and reflecting on issues. They may be well educated with a reasonable level of practical experience, but they require support of researchers in reflecting, designing, constructing, translating knowledge into policy and making projections for the projects at hand and those to come in future.

Objectivity versus practical recommendations? A researcher needs to be a specialist in analytical skills because, as has been described in this article, policy research is itself a professional and discrete activity; simply being knowledgeable in a technical field is essential but not sufficient for research competence. Yet researchers must also be expert in their own technical field and presumably will have published papers in professional and specialist literature. They will also avail their own Reports, Occasional Papers, or Technical Notes so that prospective clients can have an insight into their working and theoretical orientation. From these published materials the kind of analytical approach they use as well as the kind of support they will give should be readily apparent.

Theory versus practice? However strong they may be at theory they will also need to be practitioners of considerable competence. One of the dilemmas for researchers is that they experience a constant tension between being academics and being practitioners. In many ways they are at the cutting edge of their field so that they are academically sound, albeit action researchers. This means that they are also theoreticians but without the leisure of academia to develop fully their theories in all their ramifications.

What next, after publication? Experience shows that on average, a policy bearing research document of between 40 to 60 pages takes an average of eleven (11) sequential steps, consuming approximately twenty-three (23) official working weeks with an estimated cost of \$10,000 to be finalized for publication (see the annex). The impact of the published piece of work also varies depending on the nature of programmes that an institution runs. Generally, for peacekeeping training institutions, each batch of an Occasional Paper could serve an average of 40 trainees in-situ, twice a month totalling 80 beneficiaries for an internationally credited centre such as the IPSTC.

FRANCIS O ONDITI

Post-Conflict Recovery Researcher—PSRD
IPSTC
fonditi@ipstc.org

Responses to Conflict in Africa: A Commentary



Years of conflict ... Liberian government soldiers on patrol in 2003.

International responses to specific conflicts are shaped by a range of competing priorities, including economic interests, counter-terrorism or humanitarian concerns. External actors are often divided on objectives and approaches. Too often, these actors respond in an uncoordinated or even counter-productive manner with actors working at cross-purposes. Competing agendas then risk creating confusing and duplicating efforts.

The complexity of a conflict situation in Africa may require a comprehensive response. It may require a structure capable of addressing a number of interconnected conflicts within the state or region or efforts to maintain a strong interface with other processes. Substantively, a comprehensive agenda would deal with the multiple causes of conflict and address the needs and rights of the wider society as well as those of the belligerents. Africa has in place the necessary peace structures to oversee efforts towards the attainment of continental peace. The creation of the Peace Security Council (PSC) of the African Union represented a historical first step forward and a strong stance in African efforts towards settling conflicts and promoting durable peace and security for Africa. The creation of the PSC was a necessary undertaking towards establishing an operational structure for the effective implementation of current and future AU decisions in the areas of conflict prevention, peace-making, peace support operations, as well as peace-building and post-conflict reconstruction undertakings. The Peace Support Centre (PSC) was conceived as a standing decision-making organ for the prevention, management and resolution of conflicts and a collective security and early-warning arrangement to facilitate a timely and efficient response to conflict and crisis situations in Africa. In that respect, it has been mandated to anticipate and prevent conflicts and authorize the mounting and deployment of Peace Support Operations (PSOs).

Over the recent decade, the conduct of peace support and peacekeeping operations has represented a perfect illustration of African willingness to play a greater role with regard to the stability and security of the continent. Nonetheless, one might raise questions on the effectiveness

and efficiency of its capacities in these areas. Competing political, military and strategic interests among partners and member states of AU present challenges towards the actualization of a more robust, responsive and efficient African Peace and Security Architecture. Overcoming these challenges is key to ensuring that actors engaged in regional peace and security architectures work in a more efficient and coordinated manner. In the context of training and education, this would create a conducive environment for regional centres of excellence to make a significant contribution towards efforts aimed at bringing durable peace because they can coordinate and collaborate with the AU effectively. Close cooperation would then translate into more concrete training programmes which reflect training needs of the regional standby forces and ultimately cater for the peace and security needs of the Regional Economic Communities (RECs).

However, the challenges of contemporary, complex peace operations need to be tackled on many levels, by many actors, and in many and difficult circumstances. The African Union and even the international community

face a major challenge in meeting the recent surge in demand for qualified personnel to participate in peace support operations. States or regions are primarily responsible for supplying peace operations with properly trained personnel. Appropriate education and training of peace operations personnel—military, police, civilian—are critical, for reasons of both operational effectiveness and personal and collective safety and security in these challenging mission environments.

In the recent past, a number of positive developments in peace operations education and training have taken place. These include advances in, and general acceptance of, the UN structure, policies and resources, standards and guidelines for peace operations education and training, and new and enhanced institutions for the development and delivery of education and training as reflected by regional centres of excellence such as the International Peace Support Training Centre (IPSTC).

In conclusion, peace operations, as a key pillar in responding to conflicts in Africa can be successful only if the relevant partners work together in pursuit of peace and stability. But the current supply of well-trained personnel for peace operations falls well short of today's continental need. However, this gap can be filled by regional centres of excellence under the coordination of African Peace Support Trainers Association (APSTA). Peace operations are complex, multifaceted, multidisciplinary and difficult. Effective training needs to replicate real situations on the ground. Education and training is therefore of paramount importance and should emphasize professionalism and the creation of a culture of cooperation and coordination, in a multidisciplinary and multinational setting

JULIUS KIPRONO
 Conflict Prevention Researcher—PSRD
 IPSTC
julius.kiprono@ipstc.org

Counter-Human Trafficking Course

20th – 22nd January 2011

Every year, thousands of men, women and children fall into the hands of traffickers, in their own countries and abroad. Every country in the world is affected by trafficking, whether as a country of origin, in transit or as a destination for victims.

According to the International standards, Human Trafficking is a crime against humanity. According to Trafficking in Persons Protocol, this is an act of recruitment, transportation, transfer, harbouring or receipt of persons, by means of the threat or use of force or other forms of coercion, of abduction, of fraud, of deception, of the abuse of power or of a position of vulnerability or of the giving or receiving of payments or benefits to achieve the consent of a person having control over another person, for the purpose of exploitation. Exploitation shall include, at a minimum, the exploitation of the prostitution of others or other forms of sexual exploitation, forced labour or services, slavery or practices similar to slavery, servitude or the removal of organs.

The counter human trafficking training of trainer's course is aimed at increasing the knowledge of international peacekeepers on the issue of trafficking and enhancing the capacities of international peacekeepers to effectively counteract trafficking in persons at all levels. The course was held in the framework of the "T.A.C.T.I.K" Project (Training and Awareness on Counter-Trafficking for International Peace-Keepers) and conducted on the 20th to 22nd of January 2011 at the Peace and Conflict Study School (PCSS) and was funded by the U.S

Department of State, to monitor and combat trafficking of persons. The facilitation team included the following from Italy;

1. Ms. Teresa Albano, International Organization Migration (IOM) Counter-Trafficking Focal Point.
2. Lt Col. Luca Politi, Italian Carabinieri Police Corps. Head of Plans and Policy Office, EGF Permanent Headquarters.
3. Maj. Francesco Borretti, Italian Carabinieri Police. COESPU – (Centre of Excellence for Stability Police Units), Studies.
4. Capt. Pierpaolo Sinconi, Italian Carabinieri Police Corps COESPU

In the context of Peace Support Operations, armed conflicts and conflicts present conditions that attract crime including human trafficking. This is evident especially when the institutions have collapsed and there is instability, inefficiency and insufficient or lack of rule of law which presents a fertile ground for the activities of criminal networks to flourish.

Because of the high human mobility when people leave their countries of origin for safety reasons, victims of trafficking are quickly recruited. In the theatre of operations this requires that the human trafficking prevention, protection and prosecution measures be mainstreamed in peace operations. The victims are on transit to destinations where they are subjected to various forms of exploitation. All these amount to violation of human rights. Based on their roles, the mission components

need to be sensitized to understand that victims are fathers, daughters, sisters, brothers, sons and mothers to someone. The effort should be directed towards ending the exploitation and human suffering, to "protect civilians" and "uphold human rights" by training peace keepers to:-

- i. avoid creating a demand and environment for trafficking while in missions, to be aware that the prostitutes in mission areas might be Victims of Trafficking;
- ii. understand roles played by various actors based on the mandate and help stop the Trafficking of Human Beings in Peace operations. Therefore peacekeepers should take note, report, stop the conduct, watch out and follow-up.

The rights of Victims of Trafficking are enshrined in a series of international instruments as follows:

- i. UN Convention against Transnational Organized Crime (UNTOCC) and its Protocols.
- ii. International Criminal Law
- iii. Humanitarian Law
- iv. Refugee Law Migrant Workers Law

United Nation Office on Drugs and Crimes (UNODC) offers practical help to states, not only by helping to draft laws and create comprehensive national anti-trafficking strategies but also by assisting with resources to implement them. As the custodian of the Protocol, UNODC addresses human trafficking issues through its Global Programme against

Trafficking in Human Beings. To date, more than 110 states have signed and ratified the Protocol.

The practical and realistic aspects that are evident in most of our courses came out clearly in this course, and as a centre guided by Systems Approach to Training (SAT), in the process of curriculum review and product improvement the following areas will benefit with a module on Trafficking, Human Rights, Protection of Civilians and Regional Security Studies Course.

CATHERINE N BARASA,
Captain
Curriculum Design &
Evaluation Officer – PSRD
IPSTC
cnekesa@ipstc.org



Participants during the Human Trafficking Course

Curriculum Development and Evaluation Updates

1. Facilitator Development Course

Once again, the Centre started off the year 2011 by conducting the facilitator development course 11 to 13 January 2011 for the IPSTC internal staff engaged in training as instructors and facilitators for the Humanitarian Peace Support School (HPSS), Peace and Conflict Study School (PCSS) and Research Department. The main aim was to explore instructional techniques and approaches for an adult learning environment with a view to broadening the participants' perspective on course facilitation and instruction and harmonizing IPSTC training and delivery approach that is participatory. It is no simple job to be a trainer or facilitator, it takes preparation and practice to put the training into effect, and to take into consideration that:

- students learn differently and different strategies speak to different learners;
- trainers train differently and finding what works for one is part of what makes any strategy work;
- learning is an active process and requires facilitators to make on-the-spot decisions from a rich repertoire of choices;
- transfer and retention are enhanced when multiple strategies are used to learn something;
- multiple thinking skills are promoted when strategies are varied;
- linking the learning objective, the learner and the effective strategy selection is essential.

The course is comprised of the following learning outcomes:

- To demonstrate an enhanced understanding for an adult's learning potential and to effectively apply instructional methodologies appropriate to adult learning.
- To be familiar with the learning process environment and apply it in the instructional context.
- To demonstrate an appreciation of the qualities and demands of a trainer, which enhance learning and delivery of knowledge and skills.

The following topics were given weight to achieve the course outcomes:

- Adults and the Learning Process (characteristics of adult learners and an effective learning environment for adults).
- Trainer Qualities and the Learning Process.



- Learning Objectives and Elements of a Lesson.
- Problem- based Learning.
- Dealing with Diverse Personalities.
- Instructional Delivery Presentations.
- Instructional Design and Development.

The above provides an enabling ground that gives the IPSTC staff an opportunity to examine seriously and objectively their capabilities as facilitators. This is accomplished by increasing the facilitator's knowledge, skills and understanding of andragogy and its respective approaches to learning and delivery.

2. Curriculum Review and Course Product Development

A Curriculum review workshop was conducted on 26th to 28th January 2011, the purpose being a review of the curriculum that was developed through the support of the Government of Japan/UNDP Kenya to determine how these products may be improved. Part of this effort is the dedication to the continuous improvement of products that are at the centre of the IPSTC

core business of peace operations training and education.

IPSTC received the support of the Government of Japan to enhance its existing capacity and to develop a series of new courses. This saw the creation of 10 courses for the Conflict Prevention, Conflict Management and Conflict Recovery Programmes. The pilot for each of these courses has been completed and it was determined that a review of these products was required.

The Peace and Security Research Department outlined the state of the learning plan block syllabus, specification sheets, and course package for each of the Japan/UNDP courses. The result of this report showed that there was scope to improve the products associated with these courses. Resources have been allocated to determine the modalities of this effort. The workshop therefore had the following objectives:

- To determine the priority of courses and products to be addressed.
- To develop a list and description of standardized deliverables that will be developed.
- To develop a standardized process to improve the courses/products.

January to April 2011



Participants during the Curriculum Development Workshop
26-28 Jan 2011

- d. To discuss scheduling of product development and potential out-sourcing possibilities.

In order for IPSTC to remain relevant to peace and security-related issues, it must continue to improve its products. This improvement includes the contents of the various courses, delivery methodologies and teaching products and aids. This Curriculum Review Workshop contributed to the process of continual improvement by outlining the steps that need to be taken and the type and quality of products that will be developed for the following courses:

- i. Conflict Analysis and Prevention Course first review Writing Board, 7th to 11th March 2011.
- ii. Rights Issues in PSO course.
- iii. Dialogue Negotiation and Mediation Course.
- iv. Security Sector Reform Course.
- v. Preventive Diplomacy Course.

CATHERINE N BARASA, Captain
Curriculum Design & Evaluation Officer – PSRD,
IPSTC
cnekesa@ipstc.org

The Fire Next Door Some Lessons for Sub-Saharan Africa from The Arab World

The on-going events in the Arab world, more so in some of the countries loosely referred to as part of ‘Africa North of the Sahara’, hold some interesting lessons for the rest of the continent and are therefore without a doubt being closely monitored by the rest of Africa. Much of North Africa has not traditionally closely looked southward to the rest of Africa as their kith and kin, instead establishing their historical ties with Southern Europe and Western Asia. The climax of this approach was perhaps the quitting of Morocco from the former OAU and that country’s request for membership in the then European Commission. This external orientation is contradicted by the long history of North Africa, especially Egypt as the cradle of modern civilization, and which has been proved that indeed, the authors of that civilization were solidly black people with historical ties further south into the continent.

Despite this divide, however, these countries share a number of historical and contemporary realities with the rest of the continent and which have rendered the current happenings to be especially relevant. Like the rest of Africa, these countries’ indigenous state-making processes were stalled with the onset of the continent’s unequal interaction with Europe. With independence, there were very little efforts to redesign the inherited colonial state along their realities. The result was that, as with the rest of Africa, most of the states are artificial creations that are increasingly alien to the majority of their citizenry and hijacked by an elite answerable only to their interests. The situation is worsened by the fact that a number of these countries possess oil. While oil is supposed to be a blessing, as with the rest of Africa, it has led to a captive enclave economic model where those who control its proceeds can ignore the wider population and still generate enough resources to perpetuate themselves in power, creating a serious socio-economic and political disconnect between the ruling and the ruled. Because of the huge interest in oil among the countries of the West, they have traditionally ignored or paid lip service to the non-democratic nature of these states.

Despite the oil wealth, however, the average citizens of these countries have faced the challenges of poverty, non-representation and marginalization, so the recent civil revolutions are not very surprising. Neither is the contagion factor; the bush fire effect - like the coups of West Africa in the 1960s – that now seem to be sweeping much of the Arab world.

From these unfolding events, there are a number of critical lessons for the rest of the continent. First, that no matter how mighty a despotic power base may be, it cannot be stronger than the total resolve of a population that feels that they have no more to lose, including life itself. This is an interesting lesson for average citizens in Africa who have often felt overwhelmed and powerless and as a result chosen mass amnesia or ‘exit’ to deal with their helpless situation. Another emerging lesson has to do with democracy. While arguments have been made for the specificities of democracy tied to culture, religion and other identities, and which have been used by totalitarian regimes to justify their existence, these experiences buttress the argument for universal human aspirations like participation, respect for human rights and security which are at the core of democracy. A further lesson has to do with the place of the youth in these countries. The large youth population, feeling alienated from the political system, unemployed and unrepresented provides the bedrock of the revolts. This is a critical lesson for the rest of the African states that are grappling with a large population of youths that are not gainfully engaged and the lack of any serious planning towards addressing their plight.

Caution though, must be exercised in these revolutions. As with much of sub-Saharan Africa in the democratic wave of the 1990s, if not properly managed, the same elites will reinvent themselves as democrats and recapture the state, thereby frustrating the current popular democratic push. Like Algeria in the election of the early 1990s, international interests may also take advantage of the current institutional and power uncertainties to direct ‘democracy’ towards their end.

Even as the rest of the continent continues to feel the heat from uprisings in the Arab world, especially through the adverse economic effects occasioned by higher crude oil prices, the political class that has over the years appropriated the state must realize that the sustainability of their interests ultimately lies not in alienating the population but in building a state where both ruling and the ruled can claim some form of ownership and therefore allegiance.

LEAH KIMATHI
Post Conflict Recovery
Analyst—PSRD, IPSTC
lkimathi@ipstc.org

Challenges of Leadership in a Multi-Dimensional, Contemporary Peacekeeping Setting



Traditional Peacekeepers

Multi-dimensional peacekeeping comes with a number of complexities. The traditional peace keeping, on the other hand, was more static in nature; it included: the support of ceasefires and buffer zones by inter-positioning; observing, verifying, reporting missions; and principally static military. The conflicts being dealt with during this period were mainly inter-state. However, the end of the Cold War brought about a complete shift to intra-state conflict.

The multidimensional peacekeeping operations are very dynamic. This is because the many armed conflicts in Africa, notably, the genocide in Rwanda and conflict in Somalia, led to a doctrinal rethink and a complete paradigm shift in the way governments wanted to deal with conflicts. This called for a multi-dimensional type of Peacekeeping where the main aim was to respond to intra-state conflicts. The mission has the responsibility to deal directly with the state, support parties and comprehensive peace agreements. It has complex lines of operation (political, security, humanitarian,

developmental) and complex mandates; and the integration of civilian and security tasks under one political command. The concern regarding people means an increasing use of Chapter VII of the UN Security Council to mandate up to the point of lethal force to protect civilians. The civilians thus become the centre in the mandate to protect.

Multi-dimensional peacekeeping therefore needs joint planning and involves a wide range of internal and external actors. The military, the police and the civilians work in an integrated manner. As opposed to the traditional peacekeeping, there are no pure military solutions in multi dimensional peacekeeping. The mission must get consent from the government and the people of the country of deployment. Once on the ground, the mission leaders and staff must observe impartiality, among others things. Other success factors include: Legitimacy, Credibility, Local and National Ownership. In showing impartiality the mission leaders must reach out even to the rebels and those considered as spoilers to bring them back to the negotiating table, especially where peace agreements have been broken.

There is often a shared responsibility among all the Missions Leaders' Team. Because of its multicultural and multinational nature, peacekeeping involves intricate networks of staff, functions and operational components and complex mandates where both peacekeeping and peace-building are conducted in a volatile, polarized, distressed, dysfunctional environment. Such an environment contains both internal and external complexities that directly and indirectly affect resourcing, structuring and operating procedures. It calls for proper management involving influence, information and change.

This is the reason why mission leaders have to appreciate the key responsibilities, attributes and complexities of strategic leadership. In order to succeed in such a mission they have to understand the importance of Cooperation, Coordination, Communication, Consensus, and Integration for effective functioning of the Mission Leadership Team (MLT). It is only by doing so that they can overcome the related challenges.

There is often a shared responsibility among all the Missions Leaders' Team. Because of its multicultural and multinational nature, peacekeeping involves intricate networks of staff, functions and operational components and complex mandates where both peacekeeping and peace-building are conducted in a volatile, polarized, distressed, dysfunctional environment.

The success of a multidimensional peacekeeping mission therefore depends on integration of activities and actors. Key to integration is: coordination, cooperation, consensus and communication. In addition, before a mission deploys, all areas have to be considered: the topography of a place, existing roads and lines of communication, any existing landmines, the main rebel areas, any functioning media transmission, the IDPs' situation on the ground, the health threats, and the exact humanitarian situation, among other issues. The security situation has to be studied carefully to allow the coordination of activities among the different actors. It is only by doing so that the leaders can work effectively with different actors on the ground.

In summary, certain things are key and must be understood and appreciated by the mission's leadership team:

- The importance of the Mission mandate and the fact that it should be observed at all times.
- For Peacekeeping Operations, there must be a peace to keep
- Success depends on a United Nations Security Council and positive regional engagement.

- End states are political, but they must be articulated and agreed at strategic level. Military solutions alone are illusionary.
- Peace Support Operations are complex and require integrated planning and multi-agency / dimensional solutions.
- United Nations, African Union and Peace Keeping Operations may be militarily "inefficient" but they have a unique moral authority which must be used effectively.
- In Peace Support Operations, long-term, supportive relationships are needed.
- Proper planning is key for any mission at all stages of operation.
- Peacekeeping requires global participation and support
- The leaders within the mission must interact with other actors to understand the actual situation on the ground.

DR C. A. MUMMA-MARTINON

Conflict Prevention Analyst and Head of Applied Research — PSRD
IPSTC

mummamartinon@ipstc.org

20th Kenyan Battalion Contingent Officers Pre-Deployment Course

The 20th Kenyan Battalion Contingent Officers pre-deployment course was conducted at the Humanitarian Peace Support School from 7th to 23rd February 2011. This was the first course of its kind to be fully sponsored, courtesy of the British Government. The course opening was graced by Brigadier Kimanzi, on behalf of Major General L M Ngondi, The General Officer Commanding, Eastern Command. As this was a Pre-deployment Training, it was conducted using the Core Pre-Deployment Training Material, complemented by specific topics which relate to Sudan mission-specific. These included the history and geo-politics of Sudan and UNMIS mandate, and Rules of Engagement. The aim of the course was to equip, command and staff officers with relevant knowledge and skills to enable them to serve effectively in the United Nations Mission in Sudan (UNMIS). The course comprised of 69 Kenya Armed Forces Officers. This consisted of sector staff and Battalion officers, led by the Sector Commander Colonel Tom C K Kimng'etich, assisted by the Battalion Commanding Officer Lieutenant Colonel N N Gitogo. The course Director was Lt Col Frumentius Kiriago, with Major Elphas Kinyua as the course coordinator.

The course had the privilege of bringing on board guest lecturers from civilian organizations including United Nations Office for Coordination of the Humanitarian Affairs (OCHA), United

Nations High Commissioner for Refugees (UNHCR), International Committee of Red Cross (ICRC) Kenya National Commission on Human Rights (KNCHR), and Save the Children (Sweden). The officers underwent a two-week theory and practical training involving staff work of key personnel in a sector headquarter and a Battalion, including Military Decision Making Process (MDMP), and the third week saw the officers conducting a command post exercise (CPX) based on Carana scenario.

The course became even more interesting and educative through interaction with subject matter experts from various civilian organizations. The course successfully ended on 23rd February 2011 and the closing ceremony was graced by the General Officer Commanding, Eastern Command, Major General L M Ngodi. The team was then dispatched to go and train their subordinates. The future plan is to have the whole battalion trained at HPSS after the completion of the PSO village.

FRUMENTIUS KIRIAGO

Lieutenant Colonel

Senior Instructor

Pre-Deployment Training Wing-HPSS

IPSTC

so1pso@hpss-ipstc.org

A Visit to a Unique Village: The Amani PSO Village at HPSS

The year 2011 started with the hustle-bustle of preparing the annual work plan for IPSTC and UNDP/Japan project specifically. However, it was not lost on the leadership of IPSTC and the project, that IPSTC was also required to provide opportunities for partners to familiarize themselves with the Centre's work.

It is with this in mind that the IPSTC Director, Brigadier Kibochi, extended an invitation to the Ambassador of Japan in Kenya, His Excellency Mr. Toshihisa Takata and the UNDP Resident Representative and Humanitarian Coordinator, His Excellency Mr. Aeneas Chuma, to visit the IPSTC Humanitarian Peace Support School (HPSS) in Embakasi. HPSS is one of the two campuses of IPSTC (the second is Peace and Conflict Studies School-PCSS, in Karen), which provides tactical training on Pre-deployment to peace support operation (PSO), Disaster Management as well as Mine Action and Disarmament.

So on 9th February, 2011, we were at HPSS ready to receive our distinguished dignitaries. The IPSTC Director started the tour with a briefing on the IPSTC, highlighting the progress of the joint project 'Peace Support Operation Training and Institutional Capacity Enhancement at the International Peace Support

Training Centre', and a projection of priorities during the proposed second phase of the project. Thereafter, the visitors proceeded to a tour of the HPSS campus and specifically the PSO Amani Village, a practical training site.

The PSO village allows simulation of training exercise in a manner that enhances realism in PSO training. The village is designed in a way that it replicates the exact conditions found in a field mission, where trainees are immersed in a realistic operational environment, similar to what they will encounter in a peacekeeping mission. So, as the dignitaries walked along the dusty paths of HPSS in Embakasi, they were introduced to a demonstration of a de-mining exercise and the range of mines and un-exploded ordinances that course participants interact with. This was a fascinating demonstration, based on the keen observations, questions and comments with which the dignitaries engaged the IPSTC team. Of course, care was taken to ensure that the ranges of products on display were dummies and thus not a real threat to everyone present.

Further down the gravelled path- as the soils in HPSS is the black cotton type which becomes very sticky during the rainy season rendering the fields impassable- a realistic field exercise was being enacted around

an 'Internally Displaced Persons (IDP) camp, where the 'rebels' had attacked the camp and were trying to gain access. Gun fire was heard from a distance, typical of what takes place in a peacekeeping mission environment. Professionalism and advanced negotiation skills were demonstrated by the 'UN peacekeepers' in the way they handled and negotiated with the 'rebels' and repelled them from accessing the IDP camp. The high tech communication and rapid response with additional forces to deal with the 'rebels', was awesome. This clearly left in the minds of the dignitaries an impression that training at IPSTC is of high standards as well as practical, and once trainees leave the campus, to undertake their PSO duties, they are fully equipped to deal with all manner of exigencies in a typical PSO mission.

As the tour progressed, the dignitaries were shown the upcoming buildings which, when complete, will bring to life the scenario of a holistic village with police camp, IDP camp, local shopping centre with a market, church and mosque as well as UN offices with a peace mission observer centre.

This village, together with other facilities forms a unique training centre for African peace support operations. The ground at HPSS is vast, and the undulating terrain provides a unique setting for most practical exercises, including muddy patches of the rough paths that provide opportunities for trainees to practice 'Rhino Charge' defensive form of driving, which is of critical importance in a PSO mission, as the infrastructure is often nonexistent.

As the dignitaries settled in for a light lunch, they looked exhausted by the hot mid-afternoon sun of Embakasi, but there was also a look of satisfaction that indeed their resources have been put to good use at IPSTC, as it was clear in their minds, that the training provided at IPSTC is of required standards both in theory and practice.

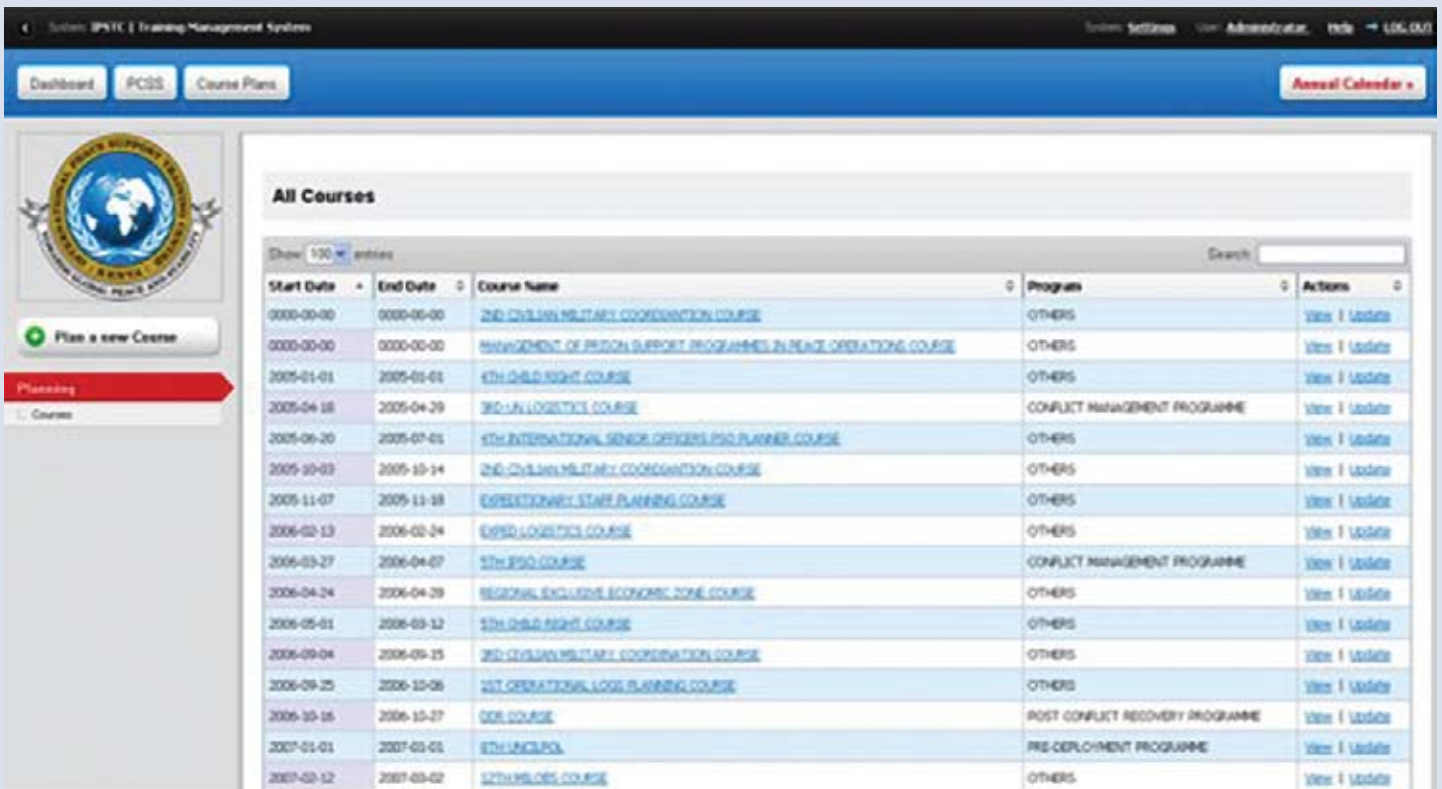
So, as IPSTC strives to complete the Amani PSO village, it is our hope that funding partners will come in to support the final leg of the journey - as three phases are already complete - and especially with modern IT equipment which will go a long way to enhancing the quality and reliability of communications during the realism training exercises.

JUDY WAKAHU
UNDP PROJECT MANAGER
projectmanager@ipstc.org



Left to right Brigadier Kibochi, Mr Chuma, Ambassador Takata and Col Ngulutu discussing the issues of mines and unexploded ordinances.

The Training Management System (TMS)



The screenshot shows the TMS interface with a navigation menu (Dashboard, PCSS, Course Plans, Annual Calendar) and a sidebar with a logo and 'Plan a new Course' button. The main area displays a table of courses under the heading 'All Courses'.

Start Date	End Date	Course Name	Program	Actions
0000-00-00	0000-00-00	2ND CIVILIAN MILITARY COOPERATION COURSE	OTHERS	View Update
0000-00-00	0000-00-00	MANAGEMENT OF REGIONAL SUPPORT PROGRAMMES IN PEACE OPERATIONS COURSE	OTHERS	View Update
2005-01-01	2005-01-01	4TH CHILD RIGHT COURSE	OTHERS	View Update
2005-04-18	2005-04-29	3RD IN LOGISTICS COURSE	CONFLICT MANAGEMENT PROGRAMME	View Update
2005-06-20	2005-07-01	4TH INTERNATIONAL SENIOR OFFICERS PSO PLANNER COURSE	OTHERS	View Update
2005-10-03	2005-10-14	2ND CIVILIAN MILITARY COOPERATION COURSE	OTHERS	View Update
2005-11-07	2005-11-18	OPERATIONAL STAFF PLANNING COURSE	OTHERS	View Update
2006-02-13	2006-02-24	6TH LOGISTICS COURSE	OTHERS	View Update
2006-03-27	2006-04-07	5TH PSO COURSE	CONFLICT MANAGEMENT PROGRAMME	View Update
2006-04-24	2006-04-29	REGIONAL EXCLUSIVE ECONOMIC ZONE COURSE	OTHERS	View Update
2006-05-01	2006-05-12	5TH CHILD RIGHT COURSE	OTHERS	View Update
2006-09-04	2006-09-15	2ND CIVILIAN MILITARY COOPERATION COURSE	OTHERS	View Update
2006-09-25	2006-10-06	4TH OPERATIONAL LOGS PLANNING COURSE	OTHERS	View Update
2006-10-16	2006-10-27	OOB COURSE	POST CONFLICT RECOVERY PROGRAMME	View Update
2007-01-01	2007-01-01	6TH INFLUX	PRE-DEPLOYMENT PROGRAMME	View Update
2007-02-12	2007-02-02	12TH MILONG COURSE	OTHERS	View Update

The Screen Shot presentation of the TMS

The IT department brought on board two interns to assist in the data entry of all information for the TMS database from the years 2005-2010. Going paperless was no easy task but many hands make work easy and with the assistance of the interns, we have been able to input all courses' information for PCSS and HPSS from 2005 - 2010 in a record six weeks.

After completion of the first stage of data entry, we now begin the second hurdle of debugging and editing. With the debugging process

we will see a new user interface, navigation structure refined and report builder module developed.

The IT department eagerly looks forward to the last stage of the TMS which will see it launched on the 14th April 2011 during the IPSTC Open Day.

DOREEN MADI VALE, IT Manager
itmanager@ipstc.org



A delegation from Japan visiting IPSTC. They were given an orientation to the Training Management System.

Summary of Activities/Visits to IPSTC Headquarters



JCB meeting that took place on 1st of March, chaired by Major General Nthenge ACGS OPD and T.

The reporting period saw a heightened activity of visits and calls to the Director's office compared to the previous quarter. This is attributable to the international character of IPSTC that has led to the support and collaboration with partners from all over the world, key among them being the Canada, Japan United Kingdom, Germany, and the United States of America.

The first visit was a courtesy call on 19th Jan 2011 by Colonel Frank Regnier, Deputy of the Directorate of the Security and Defence Cooperation at the French Foreign Office. The purpose of the visit was to discuss the possibility of enhancing French cooperation. This was followed by the French Ambassador's visit on 03 March 2011.



The Vice Chief of the General Staff of Kenya Defence Forces Lt General Karangi (right) with IPSTC Director Brig. Kibochi.

The Vice Chief of the General Staff of Kenya Defence Forces Lt General Karangi was the chief guest during the Opening Ceremony of the Regional Senior Mission Leaders (RSML) Course that remains an IPSTC Flagship course. The Assistant Chief of General Staff in Charge of Operations Doctrine and Training (ACGS OPD&T) Major General F K Nthenge officiated at the closing ceremony of the course. Among other notable senior officers who visited the RSML course to deliver core topics based on their own experience was Lt General Nyamvumba, UNAMID Force Commander. Rear Admiral Brian L. Losey, Commander Combined Joint Task Force, Horn of Africa, also visited IPSTC to give a presentation to the RSML Course on 09th February 2011. He was accompanied by Ms Daphne Titus, the political adviser.



Col Sardon plants a commemorative tree during his visit to IPSTC.

A team of two researchers, Prof Thomas Mondnip and Major Henrik Langesen from the Royal Danish Defence College visited the Centre on 17 February 2011. The purpose of the visit was to gain an insight on regional and National Security Dynamics in East Africa.

This was followed by a visit from the Chief of the Defence Staff (CDS) UK, General Sir David Richards GCB CBE DSO ADC GEN on 18th February 2011. Sir Richards is the professional head of the UK Armed Forces and the Principal military adviser to the Secretary of State for Defence and the Government.

Four officers from EASFCOM led by Col Michael Nkurunziza, EASFCOM Head of Political Affairs, visited IPSTC on 28th February 2011 to carry out a Training Needs Assessment within the Eastern Africa Standby Force (EASF) Centres of Excellence as per EASFCOM's Strategic plan to review the current regional PSO training capabilities and identifications of deficiencies.

The Commandant, Malaysian Peacekeeping Training Centre (MPTC), Col Sardon Bin Hassan from the Royal Malaysian Air Force visited the IPSTC on 14th and 15th March 2011. The aim of his visit was to discuss the Centre's evolution from its inception up to the present thriving International Peace Support Training Centre with a view to defining the many opportunities that exist at the MPTC.

Colonel Sardon expressed his gratitude and said he had greatly benefitted by hearing firsthand how the Kenyan military managed to overcome the challenges it had faced.

A mission from Japan's Self Defence Force (SDF) and the Ministry of Defence toured IPSTC on 3rd March 2011. The purpose of the mission was to assess the possibility of their sending SDF staff as facilitators which is a mandatory procedure before such personnel are sent out. They had a chance to meet with the Director and Heads of Departments from both EASF and IPSTC. They also took the time to tour the facilities in the two training institutions.

The Ambassador Zachary Muburi-Muita, Assistant Secretary General to the Head of the United Nations Office to the African Union (UNOAU) also visited IPSTC on 28 February to 3 March where he had a chance to discuss issues related to the mandate of the UNOAU and support to the African Union Commission (AUC) and the regional economic communities and regional mechanisms (RECs/RMS).



On the occasion of a visit by the Ambassador of Japan and UNDP Resident Representative to the Humanitarian Peace Support School on 9th February 2011.

Team Building in International



The Budget Manager's (Umar in the middle with white shirt) Farewell Party

Team building is a process that develops cooperation and teamwork within an organization.

It helps a group of individuals with a common purpose to be focused and aligned to achieve a specific task or set of outcomes. Team building boosts staff morale, thereby improving group dynamics and communication.

The International Peace Support Training Centre is an institution that endeavours to build capacity in areas of Peace Operations. To fulfill its mission, the IPSTC staff which is multi-international, works round the clock with vigour and dedication. As an

international training centre, IPSTC lays great emphasis on valuing diverse people, ideas, backgrounds and experiences, so as to achieve both its vision and mission. To realize this, the centre provides a serene environment where teambuilding is cultivated and enhanced for better production.

In this internationally acclaimed institution, team building is geared towards creating a sense of belonging and ownership among its staff. The members share a common goal, have respect for each other, and are motivated to use the strengths of each member to achieve their objectives.

IPSTC clearly appreciates the tenets of creating and sustaining teamwork. The Director of the institution always emphasizes during open forums with his staff that belonging to a team in the broadest sense, contributes

a great deal to one's understanding of the overall mission of the institution. "Even though we belong to different departments within the institution, we must all remember that it is our ultimate teamwork that leads to the accomplishment of our overall



Peace Support Training Centre

objectives”, the Director declared at last year’s end of year party. “The individual strengths of our staff are what will translate us to a strong team and this will propel us to great heights in our efforts to achieve our mission and vision”, he added.

Individual organizations have different ways of building their teamwork. At IPSTC, we have focused on three ways, namely:

- Jogging, being inexpensive, is a good way of exercising as it encourages motivation and team building. Combining fitness and work is one of the key principles at IPSTC. This is because jogging improves productivity and relieves stress, thus contributing to job satisfaction. Healthier people are happier people and this is truly reflected in all the faces of IPSTC personnel including those who receive our guests at the airport.
- Open forums is another important pillar that contributes to the Centre’s team building. It is in these forums that the members of staff discuss matters pertaining to their work. It is here also that they are made to understand their roles and responsibilities as team members. It is in these forums that the members are encouraged to give honest feedback on how best to realize the goals of the institution.
- The centre also holds social gatherings such as end of year parties. This provides an envisaged opportunity where both the senior and junior staff meet informally to reflect on the events of the year and examine the institutions’ performance. This social event offers a platform where teambuilding is cultivated and enhanced for better performance.



In conclusion, IPSTC has realized that it is important to realign the thoughts of its staff with those of the Centre. This helps to harness the energy of the focused team so as to achieve the set goals of this institution.

F MAINA WO1
Library –PSRD

Keep the Newsletter Alive!

Lets keep sending articles to the Editor as they come

@

mummamartinon@ipstc.org



IPSTC 2nd Quarter Events Calendar

SERIAL	EVENT	DESCRIPTION	TARGET AUDIENCE
PEACE AND CONFLICT STUDIES SCHOOL (PCSS), KAREN			
1.	Human Rights Course in PSO 02-13 May '11	Ten day Course funded by United Nations Development Fund (UNDP/Japan)	Selected members of regional organizations with portfolios dealing with peace and security (EASBRIG, EAC, ECOWAS, SADC, etc), and member states.
2.	Instructor Supervisor Course CDN 11-20 May	Ten day Course	
3.	Security Sector Reform 06-17 June	Ten day Course funded by United Nations Development Fund (UNDP/Japan)	Selected individuals who are intended to be employed in peace operation that is functioning within the context of a Security Sector Reform effort. Participants may include individuals from the military, civilian and/or police components.
4.	Placeholder - Reception Staging Onward Movement & Integration (ACOTA) 06-23 June	Three week Course	
5.	Media Handling 20-30 June	Ten day Course	Selected individuals who are potential peace support operations practitioners who are working in peace operations environment and related organizations in general.
6.	EASF Civilian Foundation Course (GTZ) 01-08 July	Ten day Course	Selected individuals who are intended to be employed in a field mission (AU, UN etc). Individuals are to be civilians from organization who might not otherwise have a chance to receive pre-deployment training.
7.	Preventive Diplomacy Course 11-22 July	Ten day Course funded by United Nations Development Fund (UNDP/Japan).	Selected members of Eastern African regional organization (EASBRIG, EAC, IGAD), and member states.
8.	DDR 25-29 July	Fifteen day Course funded by United Nations Development Fund (UNDP/Japan).	Selected individuals who are intended to be employed in either a direct or supporting capacity to the DDR function of a peace operation. Participants may include individuals from the military, civilian and/or police components.
HUMANITARIAN PEACE SUPPORT SCHOOL (HPSS), EMBAKASI			
9.	AFRICOM EOD IMAS TRG Level 1 02-20 May	Three week Course conducted at Embakasi	
10.	28 th UN/AU Police Course 23 May-03 June	Ten day Course	Priorities on the course: EASBRIG regional African personnel nominated for UN and AU missions expected to be deployed within three months of training, EASBRIG regional African personnel nominated for the EASBRIG CIVPOL roster, Non regional African personnel nominated for employment on UN or AU missions within three months of training, Non African personnel nominated for employment in AU or UN missions in Africa within six months of training, Any other personnel nominated for PSO missions worldwide within 12 months of training.
11.	29 th UN/AU Police Course 27 June-08 July	Ten day Course	Priorities on the course: EASBRIG regional African personnel nominated for UN and AU missions expected to be deployed within three months of training, EASBRIG regional African personnel nominated for the EASBRIG CIVPOL roster, Non regional African personnel nominated for employment on UN or AU missions within three months of training, Non African personnel nominated for employment in AU or UN missions in Africa within six months of training, Any other personnel nominated for PSO missions worldwide within 12 months of training.
PEACE & SECURITY RESEARCH DEPARTMENT			
12.	Security Sector Reform WB April 2011	3 days	Experts from IPSTC, external institutions and organizations
13.	Dialogue, Negotiation and Mediation WB April 2011	3 days	Experts from IPSTC, external institutions and organizations
14.	Preventive diplomacy Course April 2011	3 days	Experts from IPSTC, external institutions and organizations
15.	Open Day 14 th April 2011	1 day	Experts from IPSTC, external institutions and organizations
16.	Symposium 23rd -24 th June 2011	2 days	Experts from IPSTC, external institutions and organizations