

PEACE BUILDERS NEWS



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The Amani PSO Village



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COVER PICTURES: An aerial view of PSO Village and a training activity at the village.

The role of the Amani PSO Village



This month's issue of our Peacebuilders Newsletter pays tribute to the role of our Amani PSO Village located in Embakasi and managed by the Humanitarian Peace Support School (HPSS). In the last quarter, the phase four of its development was completed, as a result of effective cooperation between the United States Government and IPSTC, and was officially handed over to the Kenyan Defence Forces on 8th August, 2012. The ceremony was graced

by CJTF-HOA Commander Major General R. Baker on behalf of the sponsor and Major General F.K Nthenge on behalf of the Kenya Chief of the Defence Forces, underlining the importance of this installation.

The size and versatility of the Amani PSO Village makes it a unique facility in Africa. It was developed over time by IPSTC together with the international partners namely the Governments of Canada, United Kingdom and United States of America and is designed to provide a realistic training in almost any kind of peace support operation. The Amani Village provides a key step in the pre-deployment training of Kenyan peacekeeping contingents and non-governmental organization.

This issue will however not forget the work done in PCSS, which also contributes to the excellence of the IPSTC. The work done by both schools complement each other and constitute the uniqueness of our Centre on the continent in its ability to deliver training for all command and management levels. The road to excellence is a tough one, and I wish to take this opportunity to thank all IPSTC members for their dedication to our noble cause: Peace.

Asante sana!

Brig R.G. Kabage
Director
IPSTC

PSO Village Phase 4: Mission Accomplished!

In the beginning there was the need to expand the training capabilities for deployment into various theatres of operations in Africa. IPSTC and its driving force HPSS has come to realize that it was necessary not only to concentrate on theoretical instruction but to top it all with practical implementation on lessons learned.

This meant realistic training on the ground. In order to achieve the practical portion of training, instructors needed to prepare deploying organizations for peace support operations or humanitarian aid. How would they react if confronted by a hostile group during the operation? The question is: how to prepare students to react accordingly before deploying to areas of conflict, and to enable leaders and personnel to apply their training experiences in controlling a hostile situation.

The idea of a training village would be to provide adequate training for operating in hostile environments and to provide realistic training in preparation for peacekeeping missions in the Eastern African environment.



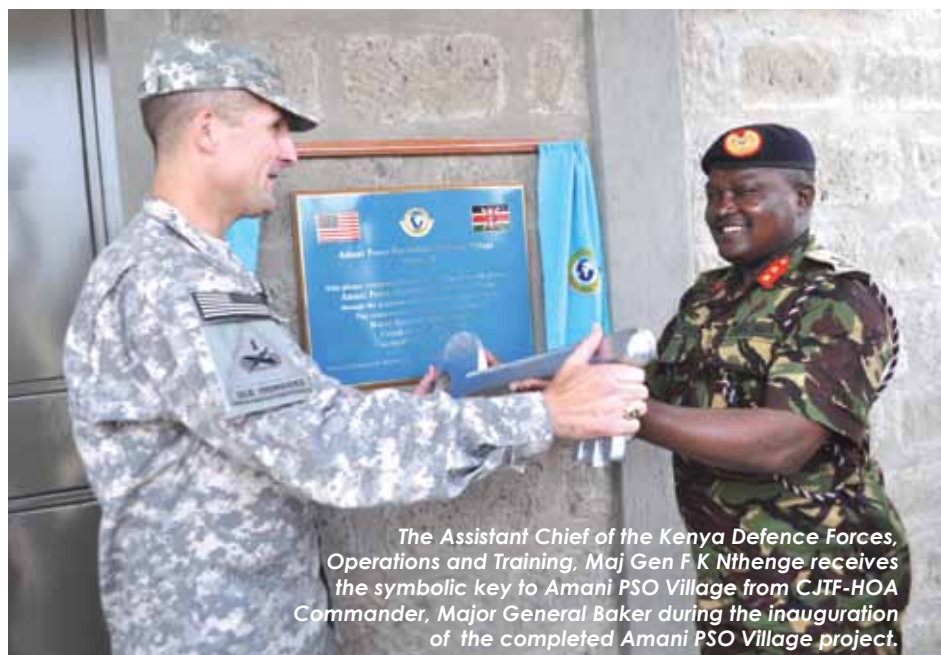
CJTF-HOA Commander, Major General Baker being welcomed by Director IPSTC Brigadier R Kabage to the inauguration ceremony of the Amani PSO Village.

The answer was to build a training village as a tool for practical training for those individuals who would provide assistance to displaced individuals, food programs, medical relief and security operations. This brings us to the First phase of the Peace Operations Village (PSO Village).

Canada led the way by constructing an Administration block which included a lecture Hall, several

structures and a Military Observers building. Great Britain began the Second phase. They expanded the village to construct all weather roads, structures and a church along with a market place. At this point the village could facilitate training, but it was long from being completed. The pioneers of the village knew this so they decided to strike again. Phase Three came into effect, this time adding several buildings and a patrol base and more improvements on the roads. Now it was time for another phase. The fourth phase would not only complete unfinished structures and improve roads, but put the training village way beyond just Urban Training, it would be taken inside Africa. The United States of America put the icing on the cake.

With the expertise of American Navy Chief Kenneth Snider and British engineer Major Julius H Unsing, plans began for the improvement and additional structures to be constructed. By this time Sergeant First Class Luis R. Rivera along with Lt Col E. Young along with Major K. Chelelgo stepped in to complete phase four. Many adjustments were made to provide a more realistic



The Assistant Chief of the Kenya Defence Forces, Operations and Training, Maj Gen F K Nthenge receives the symbolic key to Amani PSO Village from CJTF-HOA Commander, Major General Baker during the inauguration of the completed Amani PSO Village project.

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The Protection of Civilians Course

The UN Charter highlights that the united Nations are determined to reaffirm faith in fundamental human rights, in the dignity and worth of the human person, in the equal rights of men and women. The mandates of peacekeeping operations issued by the UN Security Council now include previously unmentioned responsibilities such as the promotion of human security, and the authorization usually invoked under Chapter VII of the UN Charter for peacekeepers to take measures to protect civilians under imminent threat of violence.

The nature of peacekeeping has changed and now involves several actors such as the police and civilians, in addition to military personnel who perform many functions in the peacekeeping arena. Peacekeepers and other actors involved in peace support operations are often not adequately prepared or trained to deal with the daunting task of civilian protection agenda. Protection of Civilians (POC)



Participants of 3rd POC course in a class discussion with a facilitator.

has, therefore become an integral component of contemporary peace operations. This has necessitated direct interactions among military, police and civilian peacekeepers and local populations.

The 3rd Protection of Civilians Course was held at The International Peace Support Training Center for two weeks, from 03-14 September, 2012. It was funded by the European Union and its aim was to enhance the participants' capacity to assess, plan, implement and monitor programmes and activities on Protection of Civilians' in peace support operations.

The general objectives of the course were to:

- Be aware of the international, regional and national legal frameworks that govern Protection of Civilians' in an armed conflict situation
- Recognize the factors affecting the conduct of Protection of civilians' activities within the context of peace support operations
- Be able to assess, plan, implement, and monitor activities related to Protection of civilians' in peace support operations

Course participants comprised practitioners from relevant Government Institutions of the Eastern African Standby Force member countries. The

course had 24 participants in total representing 10 countries with a balance of three component military, police and civilians.

The course had a facilitation team which comprised: IPSTC directing staff, EASF Coordination Mechanism staff, International Committee on the Red Cross (ICRC), United Nations High Commissioner for Refugees (UNHCR), The Kenya Red Cross, The African Center for the Constructive Resolution of Disputes (ACCORD), and Consultants.

The methodology applied during the course was highly participatory and adult-learner oriented with emphasis on syndicate discussions, and practical exercises on different modules. CARANA exercise and demonstration at the Humanitarian Peace Support School complemented other teaching methodologies to enhance realism and the practical dimension of the learning.

In conclusion, Protection of civilian course will strengthen the knowledge of mid-level management professionals from PSOs and from governmental and non-governmental organizations, involved in the protection of civilians in armed conflicts in Africa, thereby improving POC activities.

Maj L.W. Muhia
SO2 Training support
(edn.offr@ipstc.org)



3RD POC course participants in a group photo with The Director IPSTC and Staff.

AMISOM Force Headquarters Course

AMISOM Force HQs Course is one of the curriculum training provided by the Africa Contingency Operations Training and Assistance Program (ACOTA). The ACOTA program is the brainchild of the US Department of State. The program provides non-lethal equipment and training assistance to countries who participate in recognized peacekeeping operations in the African continent. The training program harnesses the experience of former and current military personnel to train African nations on staff processes in the combat environment.

AMISOM Force HQs Course was specifically designed to teach the Military Decision Making Process (MDMP) to African partner nations and targeting military officers from those countries participating in the African Mission to Somalia Mission (AMISOM). The course covers four weeks where participants are exposed to Operations Orders, Civil Military Operations, Rules of Engagement, Intelligence Operations and fundamentals, Information Operations, AMISOM command relationships, protection of civilians, urban operations, Counter Improvised Explosive Device (CIED) awareness and staff operations processes.

These activities culminate with the presentation of an operations order and a five day command post exercise where participants get to demonstrate and apply what they have learned in a controlled environment with their military and contractor instructor/mentors assisting where possible. While the course is primarily taught in English, French translators were provided so that students' from



Attentive participants of the AMISOM Force HQs Course during class session.

francophone countries may also fully understand the course content and participate.

The course provides a mix of lectures and hands on activities, in addition to having several guest speakers come and give presentations on specific topics. The course culminates in a week long field challenge where the staff sections are presented with real world problems and from this they are expected to cobble together a plan to brief to the "Force Commander". These practical exercises help cement the lessons learned during the course so that students will actually know the mechanics of how to put an operations order together using a military process.

There have been three iterations of the course this year, with three more to follow in 2013. The iteration from 1-26 August 2012 had (12) Kenyans, (10) Burundi, (5) Sierra Leone and (3) from Djibouti. The iteration was highlighted with a visit by the AMISOM Deputy Force Commander, Maj Gen S. N. Karanja. He brought real time, situational awareness to the students and set the tone for the learning that took place over the next four weeks. Soldiers from Combined Joint Task Force-

Horn of Africa (CJTF-HOA) along with experts in special operations, counter terrorism, and counter improvised explosive device were some of the experts in attendance at the month long course.

In addition to lectures and classroom presentations, social activities are also planned to enable the participants to interact freely and share experiences in an informal and relaxed setting. The last iteration visited the Nairobi Wildlife Park and hosted an "African Night".

Due to the past successes of ACOTA program and the involvement of Kenya Defense Forces officially in AMISOM, this course will continue to be hosted at the IPSTC. The International Peace Support Center (IPSTC) is the perfect venue to host this course due to its ability to both house the students and to support the course through its facilities and administrative support capabilities.

Many thanks go to the IPSTC staff whose hard work and dedication contributes towards the successful hosting and the smooth running of this course.

LT COL ERICK YOUNG
US LIAISON TO IPSTC

The Value of Training is Anchored on Course Planning and Coordination: *Find out, how, from the Course Coordinator*

Training for peace operations is the key function of the IPSTC in its effort towards supporting international community's response to complex emergencies in Africa. Both the African Union (AU) and the United Nations' (UN) recognize the role that rule of law (ROL), protection of civilian (POC) and security sector reform (SSR) training play in building capacity of peacekeepers.

IPSTC vividly captures these global requirements for peacekeeping through its training and education framework. In order to uphold the principles outlined in the framework, quality standards must be maintained. However, instant measurement of this quality standard in a training program can be a daunting task. Nonetheless, there are simple methods of demonstrating effectiveness of a training program. How then does IPSTC achieve this quality mark? As part of training delivery, the IPSTC Course Coordinators (CC) for the three courses had to do what they refer to

us a 'must do'. The three basic steps include:

First, we engaged a mix of facilitators drawn from various organizations including those working with UN and AU missions, regional organizations and think tanks with skillset in specific areas. The art of sourcing for competent resource persons is not ordinarily an administrative undertaking. Instead, the course coordinating team for various courses is required to be versatile and experienced experts in the field of peace and security. This social capital established by IPSTC enables training to be facilitated by professionals with not only expertise in subject areas but rich practical experience either in peacekeeping missions or advisory services. An expertise is obviously a necessity for a facilitator in a subject area. These and other professional indicators form part of our selection criteria.

The second aspect of a 'must do' steps for the delivery of a course

involves development of evaluation procedures for the course. Two weeks before a course commences, the CC reviews and aligns the evaluation templates to be used in capturing vital information at the beginning, during and after the course. Content of the course and conduct are key elements to the evaluation process. For example, in measuring conduct of a facilitator we examine mastery of content, communication skills, ability to apply variety of instructional technologies, and more importantly for IPSTC, ability of the facilitator to train according to the international norms and standards.

Finally, for a training program to be delivered effectively, the CC must ensure that the Course Program is coherently constructed. The coherence in this case means the ability of the CC to align the Course Program with the Learning Plan (established by the Research Department). For instance, while the principles of 'Blooms Taxonomy'

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A section of the Security Sector Reform (SSR) course participants and the Training Coordinator (Francis Onditi) undertaking a "Problem Solving Simulation Exercise" outside A Mani Hall.



3rd POC course during a class session.

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dictate that a training program should be lucid and systematic, the process of outsourcing for subject matter experts is an external factor that could either hinder or facilitate implementation of a 'good' training program. Here again the course coordinating team is required to beof highly networking individuals, membership in professional organizations and one who appeals to the community of Subject Matter Experts (SME). What this mean is that a CC is required to establish professional relationships with fellows and institutions with similar faculties.

In Volume 5, Issue 2 (April-June 2012) of this edition, I exposed the reader to the general principles for an effective training delivery for adult learners. The substance of the article was based on our previous experience on the UNDP/ Japan Rule of Law course during the first quarter of the year. In this article, we would like to reiterate that in several aspects of the three courses (ROL, POC and SSR) facilitators conformed to most of the adult learning principles. For example, out of the 15 principles of adult learning as illustrated by educational scholars such as J. Villa (1994), the 20/40/80 rule was

stunning throughout the ten days training period. Professor J. Villa in his publication, "Learning to Listen, Learning to Teach", emphasizes that "Learners remember more when visuals are used to support the verbal presentation and best when they practice the new skills. We remember 20 percent of what we hear, 40 percent of what we hear and see, and 80 percent of what we hear, see and do."

In order to ascertain the practicability of the 20/40/80 rule, we set out a quasi-experiment. In this trial, experts drawn from practice become the subject while those from research institutions the control. Generally, we found out that, professionals who have spent much of their career in practice (peacekeeping missions, NGOs, etc.) have a tendency of naturally achieving the last 80 percent. They are extremely pragmatic. On the other hand, facilitators drawn from research institutions tend to deconstruct and reconceptualise issues while delivering lectures. They are exceptionally cognitive. Our further analysis based on participants observations established that, though use of conjectures may be useful in development of models, it may however disadvantage tactical and

operational participants who wish to know the 'how to do it'.

In all these categories of facilitators, challenges for CC team remain as to how to reconcile divergent talents and gifts among facilitators. There is no one-size-fit all solution for high quality facilitation. In our view, one way of achieving the right skills for an effective and impact facilitation is by conducting facilitator development training. The purpose of such training would be to:

- Strengthen the capacity of a team of trainers by applying principles of adult learning steps to behaviour change and a variety of training methodologies and facilitation skills;
- Developing learning objectives and designing lesson plans;
- Techniques in using audio-visuals; and
- Practicing training sessions.

In conclusion, the need for facilitator development training could be well appreciated by believing in the principle that efficacy can be achieved by considering input of every talent and interest during facilitation.

Francis Onditi
PCSS
Training Coordinator

Internship Programme At IPSTC



Africa Nazarene University Interns at the research department, IPSTC.

IPSTC in partnership with Africa Nazarene University (ANU) has recently integrated three interns, undergraduates of Peace and Conflict Resolution Studies in the Research Department (PSRD), where they are actively involved in the production of the Centre's Newsletter. They will also contribute to short term research projects related to their area of specialization. At the end of thebinternship, the students will have familiarized themselves with some of the research activities of the IPSTC, which are related to their undergraduate field of study.

The interns will also be exposed to our training modules which will in future enhance their scope of studies in their areas of specializations.

Lt Col DW Theuri
PSRD
Head of Applied Research

The Training Management System (TMS)

IPSTC's Training Management System (TMS) is a web based system custom built by the Research Department to assist IPSTC's two Schools with course management issues such as data collation, report generation, information dissemination, knowledge management as well as collaboration with participants and sponsors.

The TMS has been under development during the last 9 months and has incorporated requirements and feedback received from key IPSTC staff members. The main rationale behind the development of the TMS was to facilitate course and participant management by the schools. Based on this requirement, the system allows the schools to capture particulars of each course conducted as well as relevant participant details for management before, during and after the courses.

The system provides access for IPSTC staff members to resource material and course management functions. It also extends accessibility to participants through a dedicated participant portal that offers each participant a personal account through which they can log in.

Once logged in, through their profile management section, they are able to update their personal details such as rank, organizational and contact details. This helps ensure that communication is facilitated between the school and the participant irrespective of the participant's physical location or changes in their email address.



A screenshot showing some of the statistical graphs available within the TMS.

In addition, a participant is able to access all the courses for which they have been trained in at IPSTC thus allowing them to view and download course materials or resources. A chat room utility also exists through the portal that allows participants to chat with other colleagues who are currently logged on, as well as the ability to instantly share small documents with each other. This utility is designed to be used in seminars, syndicate sessions and staff exercises to facilitate intra-group communication.

Other functions offered by the TMS in general include:

- **IPSTC Resources Utility:** A section of the TMS from which internal staff members can download internal

resource materials such as word or PowerPoint templates, course presentations etc.

- **E-Library:** A collection of UN resources such as SOPs, guidelines and presentations for reference by military commanders in peacekeeping operations.
- **Statistical Reports:** A section of the TMS that presents data gathered in form of graphs for statistical purposes. Some of the information that can be found in this section includes number of courses conducted within IPSTC, total number of participants trained as well as a breakdown of the latter using different criterion such as gender, nationality and component.
- **Email utility:** A utility that allows the centre to communicate with participants and sponsors e.g. the utility can be used to pre-course materials to participants or questionnaires/surveys to sponsors for valuation purposes.

Like any other management information system, the TMS is under constant improvement to ensure that it evolves to keep up with user requirements and to satisfy these needs as they arise. At the moment, the TMS is fully operational and online and any future updates to its functionality will be announced in the newsletter.

Tony Mwangi
PSRD
Database Manager



A screenshot showing the home page of the e-library within the TMS.

Reflections: Field Trip to South Sudan

As one lands in Juba, the capital city of South Sudan the country appears like the last frontiers of globalization in Africa. Juba is busy, chaotic and noisy and it is speedily replicating the gains and losses of urbanization in Africa. The Chinese made motor-cycle cruises along the highway in close proximity to the East African *Mafatu*. No one is sure who has right of way.

The oversized vehicles of the government officials are ostensibly visible and there is no sign of sacrifice for the greater good of society here. The big cars send an aura of a victorious liberation army eager to partake of the national cake. Perhaps a well deserved one after countless losses and sacrifices in the long bush war.

The nation stands in a defining historical moment. Shortly after celebrating the signature of the Comprehensive Peace Agreement (CPA), the country lost the main leader of the liberation war. Today, the Dr. John Garang Mausoleum stands majestically in the heart of Juba with the fallen hero holding a copy of the CPA and his finger pointing to the future. It is an unmistakable icon of memorialization of the national epic – the story of suffering, sacrifice, determination and hope.

The baton was granted to President Salva Kiir Mayardit who has emerged as a reconciliatory leader accommodating even those armed forces who fought against SPLA for a long time and granting them substantive posts in his administration. Perhaps this is the Mandela-like forgiving spirit that the new nation requires in order to focus more of its attention on crucial problems facing the nation such as insecurity, illiteracy, lack of health services and poverty.

South Sudan exudes the celebrated African topography of beautiful landscapes dotted with undulating hills, the meandering legendary river Nile, the large plains and swamps of Jonglei and the thick virgin forest of Western Equatoria. This natural heritage does not send signals of poverty and a god forsaken land



as purveyors of the usual Western narrative would have us believe.

On the contrary the nation is crying for a renewed African vitality in providing visionary leadership that overcomes the failures witnessed in other post independence African countries. It is a call to follow the right path and share the success stories of Africa from Nairobi, Gaborone to Accra. Here lies the phoenix of the long African freedom struggle epitomized by the majestic tall dark skinned man crossing the streets of Juba - this time without the traditional spear or a gun but a mobile phone – a sign of an ever changing grand new world where technology breaks barriers of culture, time and space.

The Director General of Police, Acuil Madut and William Deng the Chairman of the Disarmament, Demobilization and Reintegration Commission, exude the face of hope and determination against significant obstacles. In them one sees the spirit of the bush warrior reborn in a new modern office setting, eager to steer the eagle to new heights while learning from his neighbour in Kenya, Rwanda, Uganda and South Africa, to build a new and prosperous South Sudan.

This hope was reinforced by Dr. Sirisio Oromo's (University of Juba) grasp of the national predicament and the restless students whose psychological trauma the University administration is

still grappling with. The nation provides opportunities for the international community to spread the gospel of development to the last frontiers and to adapt the post conflict peace consolidation and reintegration models to the local context.

In spite of lack of prison facilities, poorly trained police force, weak judicial system, breakdown of traditional structures of dispute resolution and a large army; the security sector is poised for transformation to a people oriented public service. The Diaspora has come calling with all manner of values, attitudes, knowledge and skills and they are landing good jobs in the capital to the chagrin of the long suffering ex bush warrior who never got access to education.

And the land is not lacking in inspirational leadership and story tellers. One of Africa's eminent scholars in international peace and security – Francis Mading Deng, is a South Sudanese. As all types of actors land in Juba to determine the direction of the new nation – with Western powers poised against a restless dragon in determining the economic and political direction of the new nation – it is the gallant leaders of the nation that will determine whether the story of South Sudan will evoke pleasant memories of Africa gloriana or lamentations about another False Start in Africa.

Joseph Kioi Mbugua

Key Events and Visits during the 3rd Quarter of 2012

This has been a busy quarter for the IPSTC as we again host many visitors to the campus. The transition of leadership to BG Robert Kabage has gone smoothly and he has started to implement his vision of the future for the IPSTC and staff. Not pictured in visits during this quarter are LTC Herbert Prost, German Defence Attache, COL Reinhard Barz, Commandant of the German United Nations Training Center, BG Sebastian Comintini of the Italian Carabinieri, BG Charles Fattorini, the British Defense Attache and COL Scott Hood, the Combined Joint Task Force-Horn of Africa Civil Military Operations Director.



AMB James Swan, the US Special Representative to Somalia, addresses the students at the AMISOM Force Headquarters Training graduations ceremony.



AMB Mariano Ngor from South Sudan signs the guestbook on his visit to the IPSTC.



AMB Margit Hellwig-Boette sits with BG Robert Kabage at the IPSTC and signs the school's visit book.



Amb. Sofie From-Emmesberger visiting IPSTC during Integrated Crisis Management Course.



COL Jacques Baud walks and has discussions with COL Katsunobu Ishibashi, the Director of the Japan Peacekeeping Center during his visit to the IPSTC.



AMB Yoichiro Yamada, the Japanese Deputy Chief of Mission sits with COL Ikiara, the PCSS commandant during the opening of the UNDP corrections course held at the IPSTC.



BG Kabage has a discussion with CAPT Nitin Kapoor the Indian Defense Advisor during an office call and visit to the IPSTC.



Maria-Threase Keating, the UN Country Director from Kenya poses for a picture in front of the IPSTC with the PCSS Regimental Sergeant Major Mukuku and IPSTC Chief of Staff, LTC JB Beaudoux during her visit to the center.

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training environment. These changes made it possible for further improvements though out the village. The project was finally completed on July 23, 2012.

August 8, 2012 the day of the Inauguration. During the weeks before, Lt Col C Orina had prepared the Humanitarian Peace support school and the Amani Peace support Operations village for the big day.

CJTF-HOA Commander Major General R. Baker would arrive to hand over a finished project over to IPSTC- HPSS. As the Motorcade arrived at HPSS Headquarters building, General R. Baker was met by the Deputy Chief of Kenya Defence Forces, Operations and Training, Major General F K Nthenge; The Director of IPSTC, Brigadier R. Kabage and The Commandant HPSS, Lt Col Orina before proceeding into the Headquarters Building and into the Commandants office. The traditional signing of the guest book by Major General R. Baker symbolized the honourable visit by the CJTF-HOA Commander to HPSS. Brigadier R.

Kabage briefed General Baker on the importance and history of the institution, after which they proceeded to the Training Block. At the Training Block they were met by Staff members as well as diplomats from around the world. This would turn out to be a historical moment for both Americans and Kenyans. Two alliances dedicated in the struggle to enhance the lives of so many Africans in the Region.

Major General Baker also expressed the United States and Kenya's goal toward promoting peace and stability in the African region; signifying a bond and the strong friendship that exist between Kenya and the United States of America.

The Generals and their staffs along with the group of visitors made it up to the EOD (Explosive Ordinance Disposal) display where they were briefed on EOD procedures. The very next stop would be the Amani PSO (Peace Support Operations) village. Major

The Director IPSTC, Brigadier R Kabage speaking during the inauguration of the Amani PSO Village.



Chehelgo (Senior Instructor at HPSS) and phase four Project officer would brief the Generals and guests on the history of the PSO village. Major Chehelgo then continued to the African village where they were joined by the project manager of phase four Sergeant First Class Rivera.

The briefing given by the project manager was a clear description of the 13 subprojects and the uses and purposes of the completed work. The subprojects included; an African village with authentic Boma Huts, a Rebel village, completed

Mosque, Police station equipped with Jail cells, Chief's house, IDP camp, Vehicle recovery pit, Skills house, Maintenance shop equipped with all the tools necessary to maintain the PSO village and more than 700 Meters of improved road. After the tour and briefing the Generals addressed the audience. Major General Baker and Major General F.K. Nthenge unveiled the Inscription imbedded into the entrance of the skills house.

Major General Baker handed over the key symbolizing the completion of phase 4 to Major General F.K. Nthenge. Topping it off with the use of role players and well put together Scenario by Major Barker. HPSS has one of the largest and most versatile training village's in the African continent, combined with its own group of role players, training aids which facilitates to cater or the needs of all organizational groups.

"What you put into your training is what you will get out."

**SFC Luis R. Rivera, HPSS
CJTF-HOA Enlisted Liaison
Officer**



The Assistant Chief of the Kenya Defence Forces, Operations and Training, Maj Gen F K Nthenge hands over the symbolic key to Amani PSO Village to the Director IPSTC, Brigadier R Kabage during the inauguration of the completed Amani PSO Village project.

The History of Amani Peace Support Operations Village

Amani Peace Support Operation Village (APSOV) is a training facility for IPSTC based at HPSS in Embakasi. The term Amani is a Kiswahili word meaning "Peace" and illustrates the purpose of the village. It is a concept which was mooted and developed over time by IPSTC together with the international partners namely the Governments of Canada, United Kingdom and United States of America. Amani Peace support Village's main objective is to provide realistic Pre- Deployment Field Training for Military, Police and Civilians prior to deployment to peace support missions throughout the region. This is achieved through the development of realistic scenarios based on the activities that the various components of peace support operations are likely to perform.

Currently the main users of the village are the UNPOC, UNDP SSAFE, Urban Operations Training of Trainers and MILOB, all these courses include field demonstrations and scenarios. HPSS also hosted the UN correctional Officers course and Save the Children Foundation using the village at irregular intervals.

The various phases of construction

The PSO village has been gradually improving through the following phases:

Phase 1

The initial Phase of the AMANI PSO Village was funded by the Canadian Government at a total of USD 500'000 and was completed in Sept 2009. It comprised the construction of a large Administration Block (Used for briefings and Lessons), 10 "Low Quality Houses" (Walls only), a church (Walls only), a mosque (Walls Only), a MILOB House (Walls and Roof only), 3 Observation Towers (Less CCTV Cameras), and 500 meters of track.

Phase 2

The second phase was funded by the UK at a cost of USD 322'000 and was completed in March 2011. It comprised the construction of roofs on the 10 "Low Quality Houses", hardcore base for the Market Place, large indoor Market Stall, Market Stall shelving, the IDP Camp (Hardcore surface, 2 IDP Offices with the Roof, 2 doors and Windows, a perimeter chain link fence and 20 tents), the roof, windows and doors for



German Ambassador to Kenya, Margit Hellwig-Boette received by commandant HPSS, Lt Col Orina on the occasion of her visit to HPSS. Looking on is the Deputy Director IPSTC, Col EE Lojore.

the Church, painting of the church and 10 "Low Quality Houses", and 300 meters of track.

Phase 3

The third phase was again funded by the Canadian Government at a cost of USD 365'000, and was completed in June 2011. It comprised the construction of 7 Quality (High Cost) Houses with roofs, doors and windows, doors and windows for the 10 Low Cost houses, one Large Patrol Base (Including an Operations room, a commanders' office, a briefing room, sleeping accommodation for 100 personnel, perimeter fence and a

10 vehicle park), and 700 meters of track.

Phase 4

This Phase was funded by the United States of America at a cost of USD 360'000. This phase was completed in July 2012 and inaugurated on 8 August. It comprised the construction of the Rebel Camp (5 Large huts and 5 small huts), the Rural Village (10 Large huts and 10 Small huts), the IDP Camp, and the roof of the Mosque. It also comprised a "Skill House" to train building procedures and allows students to follow action for educational purposes.

Maj J.K. Chelelgo, HPSS SI- MA & D WING



Demining training exercise.

PSO Village Training Activities

Introduction

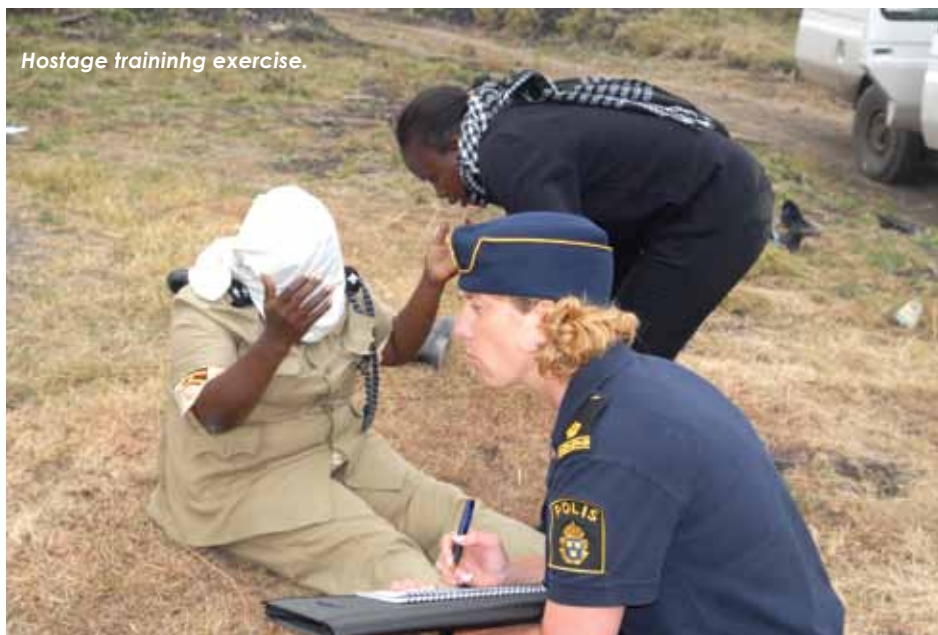
PSO village was built to provide HPSS with a realistic and practical approach to training. Courses conducted in the PSO village are essentially tactical in nature. Besides pre-deployment training for Kenyan peacekeeping contingents, courses are funded by a variety of partners (UK, United States, Canada, Japan, Germany, United Nations, etc.). HPSS as an institution has set up high training standards. The modernized PSO village – in conjunction with highly qualified role players – offers a platform for a wide variety of courses and training. Several international organizations, such as UNDP, ICRC, Worldvision, have opted to have their courses run at HPSS.

A number of courses conducted at our sister school PCSS also come to HPSS for demonstrations. Besides providing a platform for courses, the PSO village is also a tool to demonstrate capacities and to provide a concrete overview of peace operations training to high level delegations.

PSO Training Activities

Peacekeeping operations are usually conducted in countries that have been at war and after various peace negotiations, as they transit to a state of normalcy, the concerned countries accept to have peacekeepers. Therefore, peacekeepers tend to be deployed in areas where the situation is still unclear and security issues such as car-jacking, hostage taking, and mines incidents are expected. The PSO village allows simulating almost all kinds of hostile conditions in order to expose and prepare future peacekeepers psychologically and technically for missions. Other important training activities incorporated in PSO village demonstrations are motor vehicle recovery in muddy terrains and First Aid. In the third quarter of 2012, HPSS conducted UNPOC 35 which lasted for two weeks, the second week set purposely for practical exercises at the village.

The following are some of the major practical exercises conducted in the PSO village:



Hostage training exercise.

Car-Jacking/Hostage Situation

After theoretical class work, the participants are exposed to a simulated real-life situation of car-jacking and hostage taking, where – occasionally – some participants found themselves crying. The aim is to keep calm and to master techniques to overcome the psychological pressure of such situations. Participants are also taught how to effectively communicate with the rebels politely in order to avoid escalation of the situation.

Negotiation/Mediation

Participants are taught how to mediate between two conflicting parties, where neutrality is emphasized. After conducting a demonstration by the role players, the participants are divided into syndicates for practicals and the course facilitators follow up and assess whether the steps are followed up as demonstrated, a debrief is conducted to correct some of the mistakes and the exercise is repeated to the facilitator's satisfaction.

Mine Awareness

Land mines are at times planted in some of the war torn countries and are dangerous to human life besides destroying vehicles. Therefore it is paramount for any peacekeeper to know how to behave in such high risk environment. Course participants are

taught and shown the major types of mines used in the region, to identifying dangerous areas, and taught on survival tactics just in case one gets trapped in a mined area.

Motor Vehicle Recovery

The participants are taught how to recover vehicles stuck in muddy terrains. This stand is one of the most recent training areas added to PSO village for more practical scenarios. A Peacekeeper ought to be fully equipped with knowledge on how to use a winch among other basic tools necessary for recovery.

First Aid

Given the conditions and the environment in which peacekeepers are deployed, it is imperative that all should have basic First Aid skills. The essence of learning First Aid is to enable one to save lives where possible by minimizing loss of blood, injury and pain before the casualty is evacuated to the nearest medical facility for further treatment. Therefore the police had practical scenarios for the same.

The PSO Village is an indispensable tool in the training capacity of the region that complements operational and strategic training provided in IPSTC and other regional training institutions.

**Capt J.M. Mutabari, HPSS
SO3 PSO**

Climate Change and Early Warning Training at HPSS

From 8 to 11 October 2012, a successful training course on Climate Change and Early Warning Systems was held at the Humanitarian Peace Support School (HPSS). The course was a joint collaboration between the United Nations Development Programme (UNDP) and National Drought Management Authority (NDMA) while the support was provided by the Japanese government. The training course was attended by 36 participants drawn from a wide range of discipline which include among others: planners, policy makers from governmental and non-governmental organizations, personnel from various climate sensitive sectors, climate change focal points, county teams together with other relevant stakeholders.

The majority of the participants were from government and non-governmental institutions working directly with communities vulnerable to climate variability and change impacts in Turkana, Wajir and Garissa Counties. The opening ceremony was graced by the chief guest who is the Deputy Director for International Peace Support Training Centre (IPSTC), Colonel E. E. Lojore; HPSS commandant, Lt. Col. Orina; representative of the Director of NDMA, Mr Paul Kimeu and UNDP Team Leader for Disaster Risk Reduction and Recovery, Ms Beatrice Teya. The course was facilitated by a team of experts from UNDP, University of Nairobi (UoN), Masinde Muliro University of Science and Technology (MMUST) and Intergovernmental Authority on Development (IGAD) Climate Predictions and Applications Centre (ICPAC).



Attentive course participants during a class session.



HPSS Commandant, Lt Col Orina awarding the participants on completion of the course.



Participants put their best feet forward to a "mugithii" dance during an evening entertainment session.

The aim of the Course was to create awareness in early warning practices and also build knowledge and skills in climate

change adaptation and mitigation with appropriate response measures for resilient communities. The

participants further gained knowledge of the science behind climate change and its potential impacts and also how to access finances in carbon trading. The training course highlighted key elements associated with early warning systems and further discussed the importance of having effective and efficient systems in place and need for community based early warning practices. The essence of mainstreaming Climate Change Adaptation in rural areas (where rain-fed agriculture and/or livestock rearing is the main livelihood) with flexibility of cropping/livestock strategies to respond to predicted weather was significantly tackled. The course also covered the use of climate information in policy/programme design i.e. policies and programmes informed by evidence of emerging climate trends and scenarios of future climate change.

**Lt Col Chris Orina
Commandant
HPSS**

Facts and Figures on Somalia

Government type:

No permanent national government; transitional, parliamentary federal government

Independence:

1 July 1960 (from a merger of British Somaliland that became independent from the UK on 26 June 1960 and Italian Somaliland that became independent from the Italian-administered UN trusteeship on 1 July 1960 to form the Somali Republic)

Constitution:

None in force (a Transitional Federal Charter was established in February 2004 and is expected to serve as the basis for a future constitution in Somalia)

Executive branch:

- **Chief of state:** President HASSAN SHEIKH Mahamud (since 10 September 2012)
- **Head of government:** Prime Minister Abdi Farrah Shirdon SAID (since 6 October 2012)
- **Cabinet:** Cabinet appointed by the president approved by the National Parliament

Legislative branch:

Unicameral National Parliament (275 seats; appointed by clan elders)

Judicial branch:

Following the breakdown of the central government, most regions have reverted to local forms of conflict resolution, either secular, traditional Somali customary law, or sharia (Islamic) law with a provision for appeal of all sentences; under the Transitional Federal Government, a Supreme Court based in Mogadishu, as well as an Appeals Court were established

Military branches:

- **National Security Force (NSF):** Somali Army (2011)

Manpower available for military service:

- Males age 16-49: 2,260,175
- Females age 16-49: 2,159,293 (2010 est.)

Military expenditures:

- 0.9% of GDP (2005 est.)

(Source: CIA Factbook 2012)

Youth for Change and Gender Course Training of Trainers Course for Somalia

The IPSTC was honoured to host The Youth for Change and Gender course at the Humanitarian Peace Support School (HPSS) Embakasi from 24th to 30th June, 2012. This course was run by the Norwegian Defence International Training Centre (NODEFIC) in cooperation with Inter-

Agency Working Group (IAWG) on DDR. NODEFIC was responsible for the practical and logistical arrangements of the training while the resources for the course were made available by the Norwegian Ministry of Foreign Affairs.

The course consisted of 25 participants and 18 facilitators. The target audience consisted of staff members of Youth for Change programme and implementing partners, as well as members of Eastern Africa Standby Force Coordination Mechanism (EASFCOM), as part of a Nordic Defence Cooperation agreement. Participants from the United Nations Political Office for Somalia (UNPOS) and the Department of Peacekeeping Operations (DPKO), as well as from the African Union Mission in Somalia (AMISOM) also participated in the course. NODEFIC invited resource persons to facilitate the course.



Participants of the youth for change and gender course engaged in a group discussion.

The general objectives of the course were to:

- Analyse the Youth for Change programme from a gender perspective.
- Identify risks and opportunities for integrating women in the Youth for Change Programme.
- Identify risks and opportunities for addressing gender dimensions of violence in the Youth for Change programme.
- Adapt and apply international lessons learned and best practices on gender to the context of Somalia.
- Build the capacity of programme staff and partners to mainstream gender in the Youth for Change programme.

The course was implemented over a period of 5 days with a special focus on training the participants as trainers. The course was based on the guidance of the Integrated Disarmament,

Demobilization and Reintegration Standards' (IDDRS) and Community Security frameworks. International lessons learned and best practices were reflected on through using case studies from other countries. The course delivery mainly consisted of presentations, discussions and practical exercises in groups and in plenary. Participants took an active role during the course and shared their knowledge and experiences during group works and discussions. In order to strengthen the training of trainers' component of the course and build the capacity of Youth for Change, the programme appointed 3 local co-trainers who worked closely with international counterparts. These local resource persons will be able to facilitate future training programmes in Somalia.

Capt P S Eshitemi
SO2 COORD
HPSS



Disaster Response and Management Course group photo during the course opening ceremony.

HPSS Runs a National Disaster Response and Management Course

The Humanitarian Peace Support School (HPSS) organized a two weeks National Disaster Response and Management (NDRM) Course from 30 July to 10 August, 2012. The NPR Course aim was to inculcate up-to-date disaster management Knowledge, Skills and Attitude (KSA) to participants, to enable them to effectively reduce and mitigate risks, to prepare for, and more importantly to respond to both natural and man-made disasters in any environment, while respecting humanitarian principles. The course was designed for participants from all the main national stakeholders in disaster response. It had a total of 25 participants drawn from the Military, Kenya Police, Kenya Wildlife Services, National Youth Service, relevant Government Line Ministries/Departments, Emergency Service Providers, International Organizations, Non-Governmental Organizations, Humanitarian/Relief workers, Disaster managers, and the members of public inclined towards Disaster Management attended the course.

The course was very timely, coming at a time when the country is experiencing several terrorism attacks, fire disasters, regular



Mr Roba D. Sharamo-UNDP Team Leader of Peace Building and Conflict Prevention Unit accompanied by The Director IPSTC Brig R Kabage and Commandant IPSTC, Lt Col Orina proceed for the course opening ceremony.

flooding and road carnages. A time when all the line ministries and response organizations are building their capacity to respond to disasters.

It was expected that by the end of the course, the participants will be able to:

1. Apply the acquired Knowledge, Skills and Attitude in disaster management.
2. Develop effective emergency plans for disaster Risk Reduction, Preparedness, Response and recovery.
3. Apply knowledge and skills in the provision of psychosocial

support to the rescuers, victims and family members.

4. Understand the role of the Media in Disaster Management and the approaches to dealing with the Media.
5. Demonstrate an understanding of the importance of Disaster Monitoring and Evaluation (M & E).

The culminating point of the course was the simulation exercise where the participants came up with a plan to evacuate 4 million Nairobi dwellers. Though a challenge, the various backgrounds of participants assisted a lot in the planning. Most participants agreed that in their various organizations they have never thought of a situation where Nairobi city had to be evacuated. One lesson learned by all was that worst case scenarios must be considered when training or simulating in disaster management.

Overall the course was an eye opener as participants appreciated their institutional strengths and limitations in disaster management and left with the pledge that they will support one another whenever need arises.

Capt Augustine Ouma

**HPSS
Adjutant DRU**

ONE on ONE



With **Brig Robert Kabage**, Director IPSTC

Question: *Sir, my name is Warrant Officer One Fredrick Maina from IPSTC and I would like to thank you most sincerely for accepting to grant me this interview.*

Answer: Welcome Maina.

Q. *Secondly, I would like to personally congratulate you for having been appointed the Director of this great institution.*

A. Thanks a lot. It is indeed a great honour and privilege to work in such an important institution.

Q. *Sir, Kenya has participated in various United Nations peacekeeping missions for quite some time now in its endeavor to nurture global peace and security. What is the secret behind Kenya's success in this very vital field?*

A. It's a combination of many factors; one is our professionalism as a force coupled with effective training in Peace Operations that is offered to our troops before deployment to peace operation environments. Since independence, the country has relatively maintained a stable political situation while a number of countries in Africa especially the Horn of Africa and the Great Lakes region have faced serious political crisis. Support from the government and the entire Kenyan population have also contributed to this success. The list is endless.

Q. *What are the lessons learnt from Kenya's long participation in peacekeeping missions with regard to world's peace and security?*

A. That peace is important for economic development and requires to be nurtured. For a long time, Kenyans may have taken the prevailing peaceful situation in the country for granted. The unfortunate events of the 2007/8 post election violence awakened us from that assumption. We must use the experience we have gained in the UN missions to foster peace, not only within our borders but in the Eastern Africa region and the continent as a whole.

Q. *How has the centre been responsive to the regional and global peace and stability in terms of the training it offers?*

A. The institution provides capacity building to East Africa Standby Force by training military, police and civilian personnel on all aspects of peace support operations. Additionally, we also offer training to limited participants from the rest of Africa and the world. This enhances skills in conflict prevention, management and resolution, thereby promoting regional and global peace and stability. Our courses are informed by intensive background research that establishes the training needs and informs curriculum development. We maintain contacts with the people we have trained and occasionally monitor and evaluate the impact of our training, with the ultimate goal of promoting peace and security in the region.

Q. *From its onset, the IPSTC has been in the forefront of developing courses that are relevant to the changing global peace and security sector. What steps should the centre put in place to ensure that whatever it develops is not plagiarized?*

A. Our information sharing policy requires that whoever uses our works should acknowledge it as originating from IPSTC. Otherwise we want to contribute to the generation and development of global wealth in peace and security knowledge and skills. However, we make efforts to acquire copy right for our published materials so as to protect our intellectual property and creativity.

Q. *The IPSTC boasts of a very active Peace and Security Research Department. How can this department be improved so that it becomes more responsive to the needs of this region in terms of peace and security.*

A. The department is the backbone of the two training platforms of the Center as it undertakes Research, Designs curriculum and Validates training to ensure they offer relevant training at all times. The capacity of the research department will be increased as we provide more researchers, and ultimately with the completion of the proposed Research and Simulation Complex.

Q. *Sir, the IPSTC has evolved into a Regional Centre of excellence within a few years of its inception. How best can the centre continue to maintain this newly acquired status?*

A. Through developing and delivering internationally recognized professional training courses and related programmes to equip our clients with skills and competencies that meet Africa's present and future peace and Security challenges. We will continuously raise our standards through collaboration with other regional and global centers of excellence. We look forward to producing high quality publications based on our applied research capability in the region.

Q. How does effective national security in any country contribute to the overall global peace and stability?

A. The world is composed of nation states and so when nations are secure, the world is also secure and vice versa. The modern global environment is interdependent. That is why insecurity in Somalia continued to have negative ramifications in our country. Experience has taught us that we must help our neighbours when they are in trouble for soon their problems will catch up with us. Kenya has continued to play its due role in the global peace and security, and therefore this institution is one of the national flagships of this national endeavour.

Q. Sir, how best can we address both the root and direct causes of internal conflicts and other man-made crisis putting populations at risk in both the Eastern African Region and the horn of Africa?

A. Addressing threats to human security. This entails coming up with a broader multi-sectoral strategy that not only protects people against physical insecurity threats but promotes other aspects like democracy, human rights, environmental sustainability, education accessibility, employment availability and food affordability; all which contribute to security.

Q. How has the increase in piracy off the Horn of Africa contributed to the general insecurity of this region?

A. That is a very important question. My thesis while I was at the National Defence College (NDC) was on impact of piracy off the coast of Somalia to the Eastern Africa region. Though incidents of piracy have reduced with the deployment of AMISOM in Somalia; piracy was responsible for increased terrorism activities in the region, proliferation of arms, human and narcotics trafficking and distortion of markets, which contributed to insecurity in the region. Piracy also increased risks and

costs of the maritime trade, thereby pushing up cost of doing business in the region.

Q. Has the international community responded appropriately to this menace? If yes, how and if not, why?

A. Yes. Initially the International Community started with the deployment of international maritime task forces to combat piracy off Somali coast, but most recently the deployment of AMISOM troops in Somalia has reduced piracy incidents to bare minimum. There has also been a lot of multi-lateral and bilateral cooperation among international partners in policing the coastline and handling suspects of piracy, which is commendable.

Q. Some of the most severe conflicts and humanitarian challenges today are found in Africa. What is the international community doing to address these often complex conflicts?

A. The International Community is doing a lot. One is addressing their root causes through economic development programmes, promotion of democracy and human rights and combating other societal challenges. Other mechanisms include the deployment of multidimensional peacekeeping operations in conflict situations to restore peace and security in the continent. The UN, AU and other regional organizations such as Inter Governmental Authority on Development (IGAD), International Conference on the Great Lakes Region (ICGLR) and Regional Center for Control of Small Arms (RECSA) are implementing specific complimentary programmes to improve the human security situation in the region.

Q. Sir, the African Union has come up with an elaborate Regional Africa Standby Forces. How soon should the first standing force be well prepared and adequately equipped to respond in times of crisis?

A. It is envisaged to be operational by 2015 and all efforts have been put in place to achieve this objective. The ongoing Amani Africa II exercise is an effort geared towards full operation capability of the ASF. Amani Africa I targeted its initial operational capability by 2010 and this was largely achieved in most REC's/RM's.

Q. In its efforts to make Africa a peaceful continent, the African Union has come up with an African Peace and Security Architecture. In brief sir, what does this architecture entail?

A. The APSA provides the AU and Regional Economic Communities (RECs) with the necessary instrument to fulfill

the tasks of prevention, management and resolution of conflicts in Africa. The structure provides for the political decision making body i.e. Peace and Security Council (PSC), an Early Warning System (EWS), the African Standby Force (ASF), Panel of the Wise, Military Staff Committee and Peace Fund to promote peace and stability in the continent.

Q. In a multidimensional peace support operations, there are three major components namely; military, police and civilians. Sir, since the civilians do not have the same organized state structure as the military or police, how will they be incorporated along so as to tap in their expertise in Peace Support Operations?

A. In a multidimensional Peace Support Operation, it means that a mix of the military, police and civilian components are employed together to support the implementation of a peace agreement. The bottom-line is that they compliment one other, and the fact that the civilian component lacks an organizational structure like other components does not limit their operational capability. As you may be aware, IPSTC has implemented a number of training courses to enhance cooperation of various components in peace support operations, and is geared to achieving more integrated operational capability in the peace support operations.

Q. Is there anything else that you would like to share with us on the world peace and security issues?

A. Yes. It is my hope that IPSTC's capacity building efforts in the Eastern African region through offering relevant training is greatly impacting on regional and international peace and security. We look forward to building stronger partnerships with regional and global partners in the peace and security sector to enhance our outreach, output and impact in future.

Q. Sir, I would like to once again thank you for taking some time off from your busy schedule to grant me this audience. The issues that you have expounded on will go a long way to enlighten our clients on the contribution of IPSTC towards global peace and security. I would also like to wish you success in all your endeavors and more so as the Director of the IPSTC.

A. Thank you again WO I Maina. It has been my pleasure. May God bless IPSTC.

**WO I Fredrick Maina
Librarian, PSRD**

IPSTC Fourth Quarter Events Calendar



Peace and Conflict Studies School (PCSS)

S/No	Event	Description	Target Audience
1.	Operational Management of Prison 1st–12th October 2012	Twelve day Course funded by UNDP/Japan	Selected participants from South Sudan
2.	AMISOM LOGS 24th September–5th October 2012	10 days Course funded by UK	Selected staff officers from Eastern Africa to serve in AU missions
3.	EASFCOM PLANEX 8th–11th October 2012	Four day event funded by EASF	Staff from the EASF
4.	Regional Senior Mission Leader Course 15th–26th October 2012	Twelve day course funded by EU	Senior Officers for potential deployments to UN/AU missions
5	UNDP Human Rights 5th–16th November 2012	Twelve day course funded by UNDP/Japan	Participants from South Sudan
6.	Human Rights 5th–16th November 2012	Twelve day course funded by EU/ AU	Participants from EASF
7.	EASF Civilian Foundation 19th–30th November 2012	Twelve day course funded by GIZ	Participants from EASF
8	Exercise 3D WB 19th–23rd November 2012	Five day event funded by DMTC/ GIZ	EASF senior military, police and civilian Officers
9	Governance, Diplomacy, Peace & Security Advanced Training 19th November–14th December 2012	4 week course funded by GIZ	EASF senior military, police and civilian Officers
10.	Physical Security and Stockpile Management 3rd–7th December 2012	Five day event funded by BVC (Austria)	UNDP

Humanitarian Peace Support School (HPSS)

11.	Rule Of Law 7th-13th October 2012	Seven day course sponsored by ZIF	Selected participants from South Sudan
12	Early Warning & Climate Change 8th–12th October 2012	Five day course sponsored by UNDP/Japan	EASF
13.	UNDP Safe and Secure Approach to Field Environment (SSAFE) 15th-18th October 2012	Five day course sponsored by UNDP	EASF
14.	Planning Officers on DDR Mainstreaming 22nd–26th October 2012	Five day course sponsored by UNDP/Japan	UNDP
15.	Weapon Contamination Training 22nd–26th October 2012	Five day training sponsored by ICRC	ICRC
16.	Personnel Safety & Security 3rd–7th December 2012	Five day course sponsored by Red R UK	Red R UK
17.	AMISOM / SSAFE 5th–8th November 2012	Four day course sponsored by AU	AMISOM
18.	UNDP/SSAFE 12th–15th November 2012	Four day course sponsored by UNDP	EASF
19.	Disaster Response 12th–16th November 2012	Five day course sponsored by OCHA	EASF
20.	UNDP/SSAFE 26th–29th November 2012	Four day course sponsored by UNDP	UNDP
21.	AMISOM Force HQ 19th November–14th December 2012	Twelve day course funded by AU	EASF
22.	UNDP/SSAFE 2nd–6th December 2012	Five day course sponsored by UNDP	UNDP
23.	Integrated Crisis Management 9th-14th December 2012	Seven day event sponsored by FINCENT	EASF

Peace and Security Research Department (PSRD)

24.	Symposium; South Sudan Peace and Security 1st November 2012	One day event sponsored by UNDP	Regional Experts on Peace and Security
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