



# INTERNATIONAL PEACE SUPPORT TRAINING CENTRE NAIROBI, KENYA

## QUARTELY NEWSLETTER

01 January—31 March 2008

Volume 1, Issue 1

### Inside this issue:

IPSTC Development Effort — 2008-2010	2
Applied Research at the IPSTC	3
The British Peace Support Team (Eastern Africa)	3
Peace Support Operations Logistics Course (PSO LOG)	4
Peace Operations Staff Officers Course (POSC)	5
IPSTC Training and Education Database	6
Military Observer Course	7
Upcoming Training Events	8
IPSTC Website	8

### FROM THE COMMANDANT'S DESK

I would like to welcome readers of this first International Peace Support Training Centre newsletter, whose purpose is to provide a forum of information sharing on Peace Operations training. It is important to point out from the outset that the Centre is in the process of internalization. A number of initiatives are therefore being undertaken towards the achievement of the vision of becoming an internationally recognised Centre of Excellence in Peace Operations training. I am glad to note that the Centre has strengthened its research and development portfolio to provide clear leadership in the change management of the entire institution.

The just concluded Regional Senior Mission



Leaders Course has demonstrated to us that the process of re-engineering the Centre is bearing the desired results. This process will continue to inform the delivery of all the programmes that the Centre is undertaking; and will provide the basis for the evaluation and validation of all training conducted at the Centre.

I would like to underscore that the Centre is determined towards the development and delivery of quality training to stay true to its mission of capacity development in all

aspects of Peace Operations in order to improve effectiveness of response to complex emergencies.

I invite all readers of the newsletter to provide the IPSTC with ideas and critiques on the conduct of Peace Operations training towards the overall objective of improving our core function.

Robert K. Kibochi  
Colonel  
Commandant IPSTC

**“...towards the achievement of the vision of becoming an internationally recognised Centre of Excellence in Peace Operations training.”**

In September 2007, the IPSTC embarked on a Strategic Planning Process. This process is a collaborative effort that includes feedback sessions with key stakeholders. This effort will culminate in the publication of a draft development plan which covers the period from 2008-2010.

Perhaps the most significant product of this draft plan is the development of four “strategies” that will move IPSTC from the status quo to the desired endstate. These include a Program Strategy, a Development and Research Strategy, a Support Strategy and a Governance Strategy. These strategies form the “road map” for IPSTC.

A key question was asked regarding the future of IPSTC: “Where within its sphere of influence, can IPSTC have the most operational impact?” Analysis indicated that the answer is found within the band of decision making frameworks at the regional level.

As such, the future focus of IPSTC is on the development of capacity within regional decision makers with a view to increasing the overall effectiveness and efficiency of the decision making frameworks of multidimensional peace operations. This focus has been chosen for the simple reason that, regardless of how effective the individual contingents, units and soldiers are, if the leaders are not making informed decisions, the likelihood of peace operations failing to meet its mandate are increased.

**TRAINING AND  
EDUCATION  
FRAMEWORK**

In order to achieve this goal of increasing the overall effectiveness of Regional decision making frameworks, the IPSTC is developing a comprehensive training and education framework which is composed of a core program, a reinforcing program, and a program of “fundamental components”. The core program focuses on the development and education of decision making “tools” (e.g. Operational Planning Process) at the Regional level.

The reinforcing program is referred to as the Integrated Peace Operations Program and focuses effort on the context within which the Regional decision makers will function (i.e. the intervention context of the multidimensional integrated peace operation). This program provides the context for the core program and is primarily “civilian” in nature. At the present time, IPSTC does not have this organic capacity and is actively seeking options to fill this requirement.

Supporting the core and reinforcing programs are a series of fundamental components or “cross cutting” issues. These fundamental components will not be stand-alone courses; rather, they will be delivered in seminar format and will be designed as part of a larger “professional development” program for the staff of IPSTC and the Regional decision makers and are designed to offer participants an awareness of the factors associated with the planning

and conduct of a peace operation. These fundamental components include such issues as Human Rights, Humanitarianism, Environment, Media Relations, Law of Armed Conflict, Post Conflict Reconstruction, Gender, Child Rights, and HIV/AIDS.

**IPSTC  
ORGANIZATION**

In order to deliver the training and education events described above, IPSTC requires reorganization. IPSTC is currently undergoing an evolution in its structures and it is currently envisioned that the centre will consist of a headquarters element and three main departments: Administration and Support, Training Courses and Seminars and Development and Research. The names and exact contents of these departments is still under deliberation, however, it is anticipated that the final IPSTC structure will be decided upon by August 2008.

**CONCLUSION**

IPSTC is well placed to make a significant impact upon the level of capacity within the Eastern African peace and security architecture. In order to ensure the success of future regional peace operations, IPSTC’s focus of effort will be on increasing the efficiency and effectiveness of the decision making frameworks associated with multidimensional peace operations. In doing so, IPSTC intends on maintaining open communications with partners and like-minded institutions with a view to ensuring that efforts are not duplicated and that benefits are being transferred across the entire community.



IPSTC Library

*“...the most significant product of this report is the development of four ‘strategies’ that move IPSTC from the status quo to the desired endstate. These include... these strategies form the “road map” for IPSTC”*



Participants in the CLH

## APPLIED RESEARCH AT THE IPSTC



IPSTC Administration Block



BPST (EA) Reception



IPSTC Central Lecture Hall



IPSTC Library

The IPSTC has recently created a new civilian academic position within the Development and Research Department. The Regional Research Officer is tasked with producing applied research on a variety of areas with the aim of contextualizing training at the IPSTC and informing on regional peace operations initiatives. Responsibilities are three fold:-

The Research Officer will produce an occasional paper on peace and develop-

ment in East, Central and the Horn of Africa. The paper will conclude with a series of suggestions/questions directly related to improving the training of the IPSTC as well as the structure of EASBRIG.

The Research Officer is responsible for organizing an international symposium on the merging of development and security agendas. The symposium is scheduled for August/September 2008 and will aim to bring together a range of experts from different fields. The final product will be a col-

lection of papers in book form which will add to both the academic literature of peace operations in the region as well as informing on the policy of the relevant actors.

A final area of responsibility is the creation of country profiles of EASBRIG member states to provide accurate and contextual reference information ranging from political analysis to assessing the capacity of various member states.

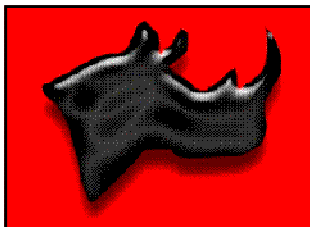
## THE BRITISH PEACE SUPPORT TEAM (EASTERN AFRICA)

The BPST(EA) is an organization that is part of the British Government's African Conflict Prevention Pool (ACPP) which in turn sits within the British Global Conflict Prevention Programme (GCPP). The ACPP and the GCPP are funded by, and derive their mandate from, the Ministry of Defence (MOD), the Department For International Development (DFID) and the Foreign and Commonwealth Office (FCO).

tions (PSO), within a complex environment, through the spectrum of political, military and civil activity. As part of this development the BPST(EA) has invested a large amount of manpower and resources into enhancing the ability of the IPSTC to deliver strategic and operational level training, within the context of wider regional training coordinated through the EASBRIG Training Working Group. This is complemented by investment in the IMATC which is undergoing diversification in order to deliver Tactical training in the areas of UN/AU Police, Military Observer, Disaster Response and De-mining.

**armed forces and regional structures in Central and Eastern Africa (including the Horn of Africa) in order to enhance their professional capability and improve performance on Peace Support Operations”.**

The BPST(EA) is based in Karen, Nairobi and is geographically in proximity to, although not co-located with, the Kenyan Defence Staff College, the IPSTC and EASBRIG. The structure of the team is made up of 18 personnel of whom 16 are military, including a French exchange officer who works in IPSTC and two are civilian (an academic and a budget manager). BPST(EA) fully supports the efforts of IPSTC as it becomes a Regional Centre of Excellence for Peace Operations training.



All current BPST(EA) output is dedicated to the development of Eastern Africa Stand-by Brigade (EASBRIG) in order to help create a viable and coherent capability that can conduct Peace Support Opera-

The BPST(EA) mission is:

**“To provide military advice and coordinate and supervise UK and international military assistance to national**



## PEACE SUPPORT OPERATIONS (PSO LOG) LOGISTIC COURSE

*“DMTAP has developed a reputation for delivering excellent logistic training at the operational level and IPSTC has developed a similar reputation as an institution capable of hosting courses of this nature in a modern setting conducive to learning.”*

In January 2008, the Directorate of Military Training Assistance Programs (DMTAP) from Canada sponsored a Peace Operations Logistic Course at IPSTC in Karen, Kenya. Canada attempts to host this two-week course at least once a year at IPSTC.

The aim of the course is to equip selected officers with the relevant knowledge to allow them to serve in a logistic position at the HQ level in any Peace Operation mission or in their national planning staff. The course consists of a combination of lectures, short syndicate exercises, a major final exercise also done in syndicate and a series of presentations from guests with deployed operations experience in a logistic role. The emphasis is placed on providing subject material and exercise scenarios that are pertinent to the African continent and that will support the development of logistic expertise in support of the African Standby Force (ASF) and its regional brigades.

The January 08 course had 37 participants from 16 different African nations. Of special significance this time, was the heavy participation by EASBRIG who sent eleven students, sev-

eral of whom were subsequently posted to the EASBRIG PLANELM, also located in Karen.

The Directing Staff was comprised of very experienced logistic officers from Canada, the United States and the United Kingdom. We were very fortunate to have some outstanding guest speakers. Mr Gilles Briere, the Chief of Integrated Support Services (CISS) in MONUC (the UN mission in the Congo) gave a very illuminating presentation on the real life support challenges facing an extremely large UN mission with long and difficult lines of communication. Major Brenda Lea Austin, a Canadian logistic officer, who just finished a tour of duty with AMIS, gave an extremely interesting and thought provoking presentation on the support challenges facing her mission in Sudan. Finally, Andrzej Grzelka, who works for UN/ DPKO but is posted to the AU in Addis Ababa as a logistic advisor to the developing Africa Standby Force (ASF), presented the situation in the AU and the issues associated with trying to develop logistic policies at that level. Presentations of this type and calibre put the face of reality to the subject material taught on the course and give stu-

dents the opportunity to ask questions directly to those experiencing the conduct of real life support.



**Course Director**  
Major Sorros

DMTAP has developed a reputation for delivering excellent logistic training at the operational level and IPSTC has developed a similar reputation as an institution capable of hosting courses of this nature in a modern setting conducive to learning. Student feedback has been extremely positive and it is hoped that an encouraging message is getting back to nations through them and that demand to come on this course remains high. The next Canadian DMTAP sponsored PSO Logistic Course is scheduled for January 2009.



# PEACE OPERATIONS STAFF COURSE (POSC)

22<sup>ND</sup> JANUARY - 2<sup>ND</sup> FEBRUARY 2008

Volume 1, Issue 1

The POSC run by IPSTC in collaboration with British Peace Support (Eastern Africa), BPST (EA) sponsorship was conducted for the first time between 22<sup>nd</sup> January and 2<sup>nd</sup> February 2007. This however, came after the Canadian Military Training Assistance Programme (MTAP) had run similar courses in International Mine Action Training Centre (IMATC).

The purpose of the course is to provide the skills that enable participants to be effectively employed within a Brigade level headquarters of a peace operation and to allow them to support the decision making framework by contributing successfully to the headquarters Operational Planning Process (OPP).

The two courses run in IPSTC have so far attracted 47 and 34 Participants drawn from 13 and 8 countries respectively. A point worthy to note is the big number of participants (8) offered to EASBRIG in the last course. This was a deliberate move to enhance their capacity and to increase the relationship developed between this institution and EASBRIG.

The course was tailored specifically for the participants to achieve the fol-

lowing themes and objectives:

- a. To provide an introduction to operational staff skills and enhance knowledge of Command Post (CP) operations at the Sector (Brigade) level.
- b. To enhance ability to function in a multinational Peace Support Operations environment.
- c. To provide the basic skills necessary to effectively participate in operations in a mid to high intensity Command Post or Headquarters.

The broad course contents were focused to cover on the Operation Planning Process including:

- a. Intelligence Preparation of the Area of Operations
- b. Mission Analysis
- c. Delivery of Key Briefings Development of Plans and Orders
- d. Execution of a Selected Plan

In addition, to enrich the participants with the knowledge of what to expect in a Mission area a number of external mentors and lecturers were invited from various spe-

cialized Organisations and UN Agencies to cover the following subjects:

- a. AU/EASBRIG familiarization
- b. Integrated Mission Planning Process overview
- c. Peace Operation Logistics
- d. Doctrine and Standard Operating Procedures
- e. Organization of Function of an Operations Centre
- f. Time Management
- g. Law of Armed Conflict/Human Rights
- h. Gender
- i. Child Rights
- j. HIV/AIDS
- k. Media Relations
- l. UN Code of Conduct

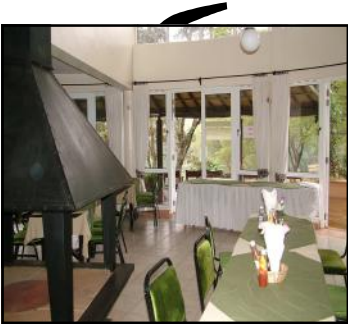
The course was delivered through a combination of lectures and syndicate discussions conducted by both IPSTC and Canadian experts from MTAP Staff led by **Major Allan Wolley**. The course culminated with a final exercise that integrated the individual theoretical and practical aspects taught on the course as practiced in a real Mission Area. The next similar course will be run in IMATC by IPSTC and MTAP staff on 12<sup>th</sup>-30<sup>th</sup> May 2008.

*“...to provide the skills that enable participants to be effectively employed within a Brigade level headquarters of a peace operation and to allow them to support the decision making framework by contributing successfully to...”*

## IPSTC TRAINING AND EDUCATION DATABASE



Visit to IPSTC by the Minister of State for Defence Hon. Mohamed Yusuf Haji EGH on 11th February 2008



Dining Room at the Accommodation Block



Stained-glass dove at the AMANI Hall



AMANI Hall Podium

IPSTC has been developing what is being referred to as a Training and Education Database. While the primary purpose of this database is to capture information related to our various training events with a view to ensuring continuous improvement of training and education events. This being said, there will be other uses for this database both internally and externally. As an example, another use internal to IPSTC would be in the facilitation of obtaining subject matter experts for assistance in training deliver. External uses of such a database include, however are not limited to, force generation issues such as the identification of trained individuals for specific positions.

The database is currently being internally developed by the IPSTC Development and Research Department and is using Microsoft Access as its platform. As envisioned, the database would have three primary data fields:

1. Participant Information (both students and staff)
2. Event Information
3. Operational Lessons Learned

These data fields will be linked through a unified

architecture that will allow for detailed queries into the database. This said, the architecture will be closed in the sense that access to the information will be limited, given the relative sensitivity of such information as contact details.

The Participant Information data field would contain information such as, but not limited to:

1. Participant Name
2. Status (rank, etc)
3. Qualifications
4. Operational Experience
5. Staff Experience
6. Language (s)
7. Contact Information
8. Education
9. Gender
10. Expected Operational Tours and Employment

The Event Information field would contain information such as, but not limited to:

1. Event Title
2. Event Dates
3. Student List
4. Staff List
5. Training Plan
6. Event Schedule
7. Correspondence
8. Event Budget

9. Internal Evaluation
10. Results
11. External Validation Results

The Operational Lessons Learned data field would contain information such as, but not limited to:

1. Operation Name and Related Information
2. Staff List
3. Mandate and Related Information
4. Interview Template
5. Interview Participants
6. Interview Results
7. General Observations Related to Training and Education

It is anticipated that this data base will be a powerful tool in the training design delivery process. As well, it is anticipated that this database will have applications outside of IPSTC. We have completed the "Participant Information" data field of the database, and are keen to continue development of the other fields. As such, should anyone have any comments on the application and uses of similar efforts, please feel free to contact us and share those experiences.

International Peace Support training Centre (IPSTC) has just concluded running its 14<sup>th</sup> Military Observers course (MILOBS). The 14<sup>th</sup> MILOBs course was hosted by International Mine Action Centre (IMATC) at Embakasi which is an institution affiliated to IPSTC for administration and management. The duration of the course was three weeks long, with course participants being officers of the rank of Capt to Lt Col who have been earmarked by their countries for deployment as Military Observers in either AU or UN missions. The aim of the course therefore was to equip selected officers with the relevant knowledge and skills to enable them serve as Military Observers in any Peace Support Operation environment.

The 14<sup>th</sup> Military observers' course consisted of forty-one officers from seven African Countries (Burundi, Ghana, Kenya, Nigeria, Rwanda, Sudan and Uganda). The core areas of study of the course were focused on the development of skills for Military Observers in relation to the set objectives which could enable them to be employed in any mission in the world. To achieve the said objectives the course was

delivered through a series of presentations, lectures, class discussions and practical training. The course ended on a high note by having a final exercise which consisted of scenarios such as hostage taking and survival, vehicle recovery driving skills, mine awareness, first aid skills, use of language assistance and interpreters' media relation and negotiation. The exercise was meant to confirm what they had learnt in class as well as injecting some challenges and realism that are faced in the field.

In order to ensure that the set standard of training is achieved, evaluation was conducted on daily basis, based on the United Nations standards. The evaluators are from the departments of research and development in IPSTC. The course therefore was conducted by very experienced Directing Staff from IPSTC and guest speakers from International Organizations within the country. We were very lucky to have had an officer from the Ghanaian Armed Forces, Major Frimpong Kwaku who had a wealth of experience in Peace Keeping Operations which enriched the quality of the overall program.

During the final exercise various players took part to ensure the success of the exercise. The most notable player was demonstration platoon from 75 Arty Battalion, which played the role of rebels, UN Peacekeepers, local civilians in the area of Operation among others. The question of PSO training village came out during After Action Review which was realized as a key requirement that can improve the standard of training. Although the course was very successful and interesting, it could have been more successful if PSO training village had been set up, which could have brought more realism and challenges faced in the missions. The PSO training village is currently under-construction with all relevant tasks such as Check Points, Observation Posts and others. On the completion of PSO Village which expected to be over by mid June 2008, the second MILOBs course will be in a position of using it and thus bring a more realistic feel to the challenges faced in the field by Military observers while undertaking their duties.



*14th MILOB Participant with IPSTC Commandant*



*14th MILOB Participant from Kenya Navy*



*14th MILOB Participants 18 February-07 March 2008*





## IPSTC

PO Box 24232-00502  
Westwood Park, Karen  
KENYA

Phone: +254 (020) 88 31 64  
+254 (020) 88 31 58  
Fax: +254 (020) 88 31 59

E-mail: [info@ipstc.org](mailto:info@ipstc.org)



WE ARE ON THE  
WEB!

[WWW.IPSTC.ORG](http://WWW.IPSTC.ORG)

## UPCOMING TRAINING AND EDUCATION EVENTS

<b>Tactical Operations Staff Course (TOSC)</b> 05 May – 23 May 08	Two week course conducted at IMATC. Including a CPX. Funded by MTAP (Canada).	Military middle and junior ranking officers expected to be employed in HQ staff operations posts
<b>PSO Intelligence Course (J2) (TBC)</b> 2 Jun – 6 Jun 08	One week course conducted at IPSTC, Karen. Aimed at teaching the use of IPB and targeting methods within PSO.	EASBRIG PLANELM and HQ Staff Officers
<b>Military Observers (MILOBS) Course 08/02</b> 30 Jun – 18 Jul 08	Three week pre-UN/AU mission training course conducted at IMATC Embakasi, including a field exercise. Funded by BPST (EA)(UK).	Military officers nominated or expected to deploy as Military Observers on AU & UN missions
<b>PSO Law of Armed Conflict</b> 7 Jul – 11 Jul 08	One week seminar hosted at IPSTC, Karen. Funded by BPST (EA) (UK).	EASBRIG PLANELM and HQ Staff Officers
<b>PSO Media Seminar</b> 14 Jul - 18 Jul 08	One week seminar hosted at IPSTC, Karen. Funded by BPST (EA)(UK)	EASBRIG PLANELM and HQ Staff Officers
<b>Peace Operations Staff Course (POSC)</b> 25 Aug - 12 Sep 08	Three week course conducted at IPSTC Karen. Funding TBC.	EASBRIG PLANELM and HQ Staff Officers who will participate in the CPX Nov 08
<b>AU/UN Police Course 08/02</b> 15 Sep - 26 Sep 08	Two week pre-UN/AU tour training course conducted at IMATC, Embakasi, including a Field Exercise. Funded by BPST (EA) (UK).	Police, Gendarmerie and correctional/prison service officers and SNCOs expected to deploy on AU & UN missions
<b>Child Rights Course (SCS)</b> 15 Sep - 26 Sep 08	Two week Child & Human Rights course hosted at IPSTC Karen. Funded by Save the Children (Sweden).	International military and civilian personnel expected to work in the HA field, especially Child Rights, on UN & AU missions

## IPSTC WEBSITE

The IPSTC has launched its new website. The purpose of this site is to act as a conduit of information to and from our external stakeholders. We are still in the process of finishing several of the pages; how-

ever, the majority of contents have been published. We expect to have the site operating at full capacity by June 2008. As this is a new venture for us, we would actively encourage you all to explore its pages and to offer any comments or

feedback on the sites contents or functionality. The IPSTC Website can be found at:

[www.ipstc.org](http://www.ipstc.org)