

PEACE BUILDERS NEWS



A QUARTERLY NEWSLETTER OF INTERNATIONAL PEACE SUPPORT TRAINING CENTRE

VOLUME 5, ISSUE 1 (1 JANUARY – 31 MARCH 2012)



Consolidating International Peace Support Operations (PSO) Best Practices

In this issue

Foreword	p.2
Editorial	p.2
The Regional Senior Mission Leaders' course	p.3
Peace support logistics course	p.5
Training civilians in the IPSTC	p.6
East Africa-India security relations Symposium.....	p.7
Supporting pillars of peace in South Sudan	p.8
Simulation in support of Peace Operations	p.9
Greening Peace Operations	p.10
Towards peace and security consolidation in Somalia.....	p.11

More than a change of berets-the transformation of the SPLA/M	p.12
Counter Improvised Explosive Devices (CIED) course	p.13
IPSTC hosts advanced field training (AFT) for Save the Children UK.....	p.14
Serving with a difference	p.14
The symposium on Civil Military Operations	p.15
Key events and visits during the 1st Quarter of 2012	p.16-17
Treading along the Ant's Path	p.18
Farewell to IPSTC's outgoing Director and Staff members	p.19
IPSTC second quarter events calendar	20

Foreword

The first quarter of 2012 was a period of several important events. The international environment has given the International Peace Support Training Centre (IPSTC) a prominent role in developing regional capacities and highlighted IPSTC's role as a centre of excellence. The growing requirement for supporting regional efforts for peace, including AMISOM, has fostered the multidimensional character of IPSTC activities, ranging from the Civil-Military Cooperation Course to the Symposium on East Africa-India Security Cooperation. IPSTC has continued to strengthen its position within the African Peace and Security Architecture (APSA) as a platform for realistic training, and intellectual engagement in peace and security.

This quarterly edition coincides with a number of changes at IPSTC, comprising the integration of new staff and the departure of others, including myself.

It has been four rewarding years since I took over as the Director of IPSTC. Together, we have achieved the mission of establishing IPSTC as a regional centre of excellence in International Peace Support Operations. Within the four years we've shared experiences with a diverse range of peace and security actors that will remain not only as fond memories, but also provide lessons for future engagements.

The achievement attained would not have been possible without collective efforts and teamwork. The critical asset for IPSTC is its staff, and hence its cooperation and dedication to the realization of the vision will be underpinned by its cohesiveness. The challenge ahead will be to maintain and even improve cohesion among staff towards effective training



delivery and the production of quality research products.

"Kwaheri na Asanteni Sana!"

BRIG R.K. Kibochi
Director IPSTC

Editorial

The period under review was marked by significant changes in the office of the Director IPSTC and other staff members. The former Director was redeployed to the Kenya Defense Forces (KDF) Headquarters and Brigadier Kabage was posted as the new Director.

This first quarter of this year has seen important events and activities in the Centre. Some important highlights of the first quarter 2012 have included IPSTC hosting the 5th Regional Senior Mission Leaders' Course (RSML). This course had participants from the East African Standby Force (EASF) member States. The course was a success whose mentors were a team with a wide range of knowledge and skills in handling leadership affairs at the strategic level.

The IPSTC continued its role of informing policymakers by hosting an East Africa – India Relations Symposium on the 27th



and 28th February 2012 at its Karen campus. The symposium presented a unique opportunity for diplomats, practitioners, and academics working in the field of peace, security, development, trade, environment, diplomacy and related emerging areas to discuss key issues that enhance cooperation between East Africa and India on Security and development. The main partners in the symposium were namely: the

Policy Research Institute of African Studies Association (PRIASA)-India, the National Defense College (NDC), Nairobi, Kenya and the University of Nairobi-all whom co-hosted an informative symposium.

The Centre also hosted ACOTA'S AMISOM Multinational Force Headquarters Command and Staff Training Course, the Peace Operations Planning Course (POPC) and the AMISOM Logistic Course. The ACOTA courses target Military Officers to be deployed at 'Headquarters' level as planners for peace missions and decision-making at operational level. The essence of these courses is geared towards preparing personnel for mission deployment.

The quarterly News Letter further captures the important work that the Centre has been facilitating towards streamlining best practices in peace support operations (PSO) in the region.

Colonel R. Nguku, Acting Director, IPSTC

The Regional Senior Mission Leaders' Course

In the quest to maintain its edge as the leading centre of excellence in the Eastern Africa region, IPSTC conducted its 5th Regional Senior Mission Leaders Course (RSML) from 13th to 27th February 2012. This course had participants mainly from the Eastern Africa Standby Force (EASF) member states sourced from the three main components i.e. the Military, Civilian and the Police. The course is geared towards strengthening the senior leadership within the East African Standby Force, African Union and United Nations PSO mission appointments. The course provides a forum in which participants are exposed to the aspects of leadership and management, at the most senior levels, critical to both the planning and conduct of peace operations. In order to understand the structure and contribution of the course to the regional peace and security architecture, let us expose ourselves to the following aspects:

Target Audience

Eligible candidates are individuals currently serving or future leaders within peace operation missions. Such positions include, but are not limited to Force Commanders, Police Commissioners or Advisors,

Special Representatives of the Secretary General, Brigade or Sector Commanders, Country Coordinators, Chief Military Observers, as well as Heads of Missions. While the selection of participants focuses on those originating from the EASF countries, selection could encompass diverse civilian areas to not only diversify learning but also create a data bank of multidimensional personnel ready for deployment.

The category of RSML participants ranges from the rank of Colonel to Brigadier or Police and Civilian of equivalent status. Additionally, participants should ideally have a degree of previous experience with peace support operations and/or experience working within multi-cultural and multi-dimensional environments. A deliberate attempt is made to balance the participants based on country of origin, professional background (military, police, civilian) and gender.

Curriculum

Unlike the UN Senior Mission Leaders Course, the RSLM curriculum is customized to meet the emerging challenges within the Eastern African peace and security context. In order

continued on page 4



Opening ceremony was presided over by the Deputy Army Commander Major General Maurice Oyugi and the British High Commissioner H.E. Dr Peter Tibber in Kenya.



The Nature of Peace Support Operations

Did you know that?

- The number of peacekeeping operations since 1948 is 67?
- The current peacekeeping operations are 16 in number?
- The current peace operations directed by the DPKO are 17 in number?
- Bangladesh ranks as the largest troop contributor to UN Operations?
- India is the 3rd largest troop contributor to UN Operations (as of 31st March 2012)?

[Source: United Nations Department of Peacekeeping Operations, UNDPKO Factsheet 2012]



Bangladeshi soldiers serving with the United Nations Mission in Liberia (UNMIL)

Peacekeeping and The African Peace and Security Architecture (APSA)

Did you know?

- That APSA describes the various elements developed, by the African Union and some regional organizations, to bring about peace and security in the continent?
- APSA has an operational structure that provides for a political decision making body (the Peace and Security Council [PSC], an intelligence gathering and analysis centre (the Continental Early Warning System [CEWS], a peacekeeping-enforcement element (the African Standby Force [ASF], the Military Staff Committee [MSC], an external mediation and advisory body (the Panel of the Wise [POW] and a Peace Fund?

Eastern Africa Stand-by Force (EASF)



Did you know:

- That the Eastern Africa Standby Force (EASF) is a constituent organization of the African Standby Force (ASF) and which falls under the African Union (AU)?
- The EASF is composed of 10 active member States that include: Burundi, Comoros, Djibouti, Ethiopia, Kenya, Rwanda Seychelles, Somalia, Sudan and Uganda?
- The objective of the EASF is to carry out in a timely manner the functions of maintenance of peace and security as mandated by the AU Peace and Security Council in accordance with the Constitutive Act of the AU?
- EASF is composed of standby multidimensional contingents with civilian, police and military components in their countries of origin and ready for rapid deployment at appropriate notice?
- The Eastern Africa Standby Force Coordination Mechanism (EASFCOM) has its headquarters in Nairobi, Kenya?



Panel Discussion: Head of AUP-SOD, Director EASFCOM & Gen. Henry Anyidoho answer questions on the ASF concept.



Plenary session: IPSTC Director Brigadier Kibochi with participants.

continued from page 3

to increase its regional relevance, the following new course modules were introduced: Introduction to Peacekeeping Operations and the African Union/United Nations, Conflict Analysis-Eastern Africa Perspective, Dynamics of Conflict in Eastern Africa and the Role of CEWARN, State of Peace and Security in the Great Lakes Region, State of Peace and Security in the Horn of Africa, A Practitioners View on Peace and Security-The Horn of Africa Region, Africa Peace and Security Architectures/ASF Vision and

Concept, AU/UN relationship. Also covered was AU Decision Making Process in the PSO Mandating Process of the AU. The EASF Vision and Concept were also among the regional context specific themes that were introduced. On the concept, the curriculum was designed to reflect the emerging challenges within the region and Africa at large.

Lt Col Modest Kombo
Chief Instructor, IPSTC
 (kombo@ipstc.org)



RSML plenary session, Comdt PCSS Col. Ikiara during the discussions.

Peace Support Logistics Course

Twenty-Eight officers ranging from Captains to Colonels from Jordan, Kenya, Namibia, Sierra Leone, Tanzania, Uganda and Zambia converged at the International Peace Support Training Centre to take part in the Peace Support Operations Logistics Course. The Canadian Forces Director of Military and Training Cooperation (DMTC) put out the call for candidates through the Canadian Defence Attaché Offices to the African countries and Jordan. DMTC's Logistics Officer posted to IPSTC, Major Rod Little, acted as the overall Course Director and Chief Instructor for this fifth serial in as many years.

A key component to the PSO Logistics course is having dedicated and knowledgeable instructors and syndicate mentors. For this, Lieutenant-Colonel Billy Winter (Uganda), Lieutenant-Colonel Nick Barton (UK) and Major Tim Kwaram (Kenya) made up a diverse and experienced team. Lieutenant-Colonel Winter was released from his responsibilities as the J4 Planner of the East African Standby Force Headquarters for the two-week course. Lieutenant-Colonel Barton is the Logistics Training Officer from the British Peace Support Team (South Africa), where he is responsible for conducting the same PSO Logistics course in Southern Africa. Major Timothy Kwaram was provided by the Kenyan Ministry of Defence Headquarters. He is an experienced senior officer as well as a graduate of the DMTC-funded PSO Log course of January 2011. Other lecturers were staff from IPSTC, including Major Little, Lieutenant Colonel Kombo (Kenya), Major Catherine Nekesa (Kenya), Major Julius Unsing (UK) and Major Kevin Barker (Canada) from the centre's Research Department.

The Canadian Defence Attaché to Kenya, Colonel Barry Southern, launched the course. Colonel Southern spoke of Canada's support of the course as part of the country's continued efforts to build international capacity in peace operations. He thanked the Commandant of IPSTC's Peace and Conflict Studies School, Colonel Ikiara, for his and staff's excellent cooperation.

After a solid foundation of logistics planning, reconnaissance, and reception-staging-onward movement and Integration (RSOI), each syndicate was challenged in two



A multinational logistics cell undertakes complex planning in preparation to brief a mission command team.

exercises: Producing six complete briefs to the mission command team represented by the DS and controlled by the Course Director. Each syndicate was provided with detailed feedback on all elements of planning and presentations that met the standard and where they could be improved. This resulted in measureable progress throughout the course, culminating in exceptional RSOI briefs for the final phase of the second exercise in the fictional Republic of Carana. 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 also any military tasking.

Not all the course was a study and serious activity. The course team was taken to the Bomas of Kenya for a cultural outing on the Saturday between the two-week study to view traditional Kenya villages, shopping and finally dancing displays. Sunday

was a trip to downtown Nairobi for sightseeing.

Colonel John Ikiara, the Commandant of PCSS, was the key guest and speaker at the closing ceremony. The Commandant awarded each student with a course certificate, CD, course report and class photo. The course senior, Colonel Awad Tarawneh, presented to the commandant a beautiful plaque with the entire student and facilitators' names superimposed on the African continent. Colonel Ikiara thanked Canada for funding the course and participating countries' governments' for allowing their Officers to travel to Kenya for the training.

Feedbacks showed that each student, regardless of specialty, benefitted greatly from the course. They improved their understanding of logistics concepts and overall planning skills. A common theme in improvement areas was a desire to extend the course. All Directing Staff and Guests were hailed for providing an outstanding learning experience.

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

Major Rod Little
S02 Log Tr/ Head of
PCSS Training Support
(rod.little@ipstc.org)



Left to right. Directing staff Major Tim Kwaram (Kenya), Lt Col. Nick Barton (UK) and Lt Col Billy Winter (Uganda) debriefing a syndicate presentation.

Training Civilians in IPSTC



EASF Director, Maj Gen. (Rtd) Cyrille Ndayirukiye (Centre) presenting a certificate of participation to one of the trainees during the 2010 EASF foundation course for civilians.

The Peace and Conflict Studies School (PCSS) arm of the IPSTC is keen on mainstreaming training best practices as stipulated by both the United Nations (UN) and African Union (AU) Peacekeeping Training Manuals. Like any other Centre of Excellence, IPSTC recognizes that the overlapping aspects of peace support operations (PSO) (conflict prevention, peacebuilding, peace enforcement, peacekeeping and peacebuilding) give room for complexities. The PSOs are backed by solid training plans in line with the present and future needs of peacekeepers drawn from the main client—the Eastern Africa Standby Force (EASF). Before a deployment is authorized, the complex relationships between the various components of a peacekeeping mission must be clarified and articulated in terms of planning, sustainability and exiting of the mission. This implies that for a

peacekeeper to be well equipped for these demanding mission tasks, the IPSTC's training programmes; ethos and practice should be well identified, developed and timely delivered. The Centre has proven versatility in developing training tools, methodologies and modern delivery techniques, including the 'Adult Learning Principles.' The selection of the External Subject Matter Experts (SME) equally observes these principles in order to offer quality services to our peacekeepers and other relevant peace and security actors in the Eastern Africa region.

Like any other system, the IPSTC's training programmes and plans are influenced by both macro and micro factors. Just to mention but a few of the macro factors, policy guidelines and principles of the 2008 UN Peacekeeping Operations are

crucial for centres of excellence. As part of the IPSTC's client or staff, you will notice that the usefulness of these policy guidelines is reflected in the need to have civilians of different expertise prepared for a multidimensional peacekeeping mission. Involvement of civilians in peacekeeping operations is not new. Their significance in the general peacebuilding initiatives too cannot be overemphasized. Indeed, experiences from Southern Africa Development Community (SADC) and Economic Community of West African States (ECOWAS) remind us that the Civilian's pre-deployment processes have direct implications on the overall performance and success of any peacekeeping mission.

The success and significance of civilians in peacekeeping missions can be well appreciated when we trace the origin of their participation. Both the practitioners and academic community agree that the inclusion of civilians in PSOs is a post-Cold War product. In the same line of argument, we notice that the main driving force behind this development was attributed to the new peace and security challenges and developments, such as institutional breakdown among the African states and the emergence of asymmetric threats that require measures beyond the gun. Also contributing to the demand for civilians in PSOs includes instability and uprisings in many African countries as a result of popular demands for politics of inclusion in the face of weak governance, dictatorial regimes, politics of exclusion and military rule.

continued on page 9

Protection of Civilians (POC) & Peace Support Operations

Did you know that?

- Civilians are increasingly becoming the victims of armed conflict?
- In response to civilian vulnerability, the United Nations Security Council has mandated a number of peacekeeping operations with the protection of civilians (POC) from physical violence?
- This challenging mandate is often the yardstick by which the international community, and those whom peacekeepers endeavour to protect, judge their worth and work?



- The first peacekeeping operation to have received this mandate was the UNAMSIL-UN Assistance Mission in Sierra Leone in 1999?

(Source: UNDPKO. 2012. *Protection of Civilians*, in www.un.org/en/peacekeeping/issues/civilians.shtml, accessed on 7th May 2012)



East Africa – India Security Relations Symposium

A group of participants with the Chief Guest, the Honourable Mohamed Yusuf Haji, EGH-Kenyan Defence Minister seated in the middle.

The IPSTC continued its role of informing policymakers by facilitating a collaborative symposium on Security Relations between the East African region and India.

On 27th and 28th February 2012, the IPSTC, Policy Research Institute of African Studies Association (PRIASA) (India), the National Defence College (NDC)-Nairobi and the University of Nairobi co-hosted an informative, productive and engaging two-day symposium at the Karen campus. The aim of the symposium was to analyze the current East Africa – India relations, and provide policy recommendations for possible enhancement through the lens of security.

During the symposium, papers for a journal publication were presented and debated by the participants. The symposium marked only one element of the entire process that began many months before with a proposal by PRIASA, followed by the call for articles and abstracts. The abstracts were analyzed by a panel, and selected for presentation. Extensive coordination was conducted between the co-sponsors, leading to the identification of potential attendees that would stimulate the necessary professional discourse required to critically review the topic being discussed. Participants included scholars from India and Nairobi, Government of Kenya officials including

members of the NDC, representatives of the diplomatic community in Nairobi (including the India Defence Attaché and the High Commissioner of Uganda) and representatives from the IPSTC and the region. The final phase of the event is underway. The presenters are taking into account the peer review received during the course of the symposium and refining their papers for submission, which would later culminate in the publication of a journal.

The opening ceremony was presided over by Kenya's Minister of State for Defence, the Honourable Mohamed Yusuf Haji, EGH, clearly demonstrating the importance placed on the symposium and the subject being discussed. Presentations covered a wide range of topics related to security and the role both parties have, and could play in addressing mutual concerns. Brig Robert Kibochi represented the IPSTC with a paper on East Africa-India Security Cooperation: an Analysis of Possible Areas of Collaboration in Peace Operations.

East Africa and India share a common history, a common ocean, and similar challenges and opportunities. It is these similarities that afford both regions an opportunity to learn from the experiences of each other as they try to find synergies and common approaches and solutions to interrelated and dependent realities. It is for these reasons that the symposium was

so important and well received, as evidenced in a commitment by all participants to continue the dialogue beyond the publication of the journal papers, to the conduct of another – more human security focused symposium in the near future. The IPSTC was honoured to have been selected to host the event and to be invited to be an active member.



On the right, the Hon. Mohamed Yusuf Haji, EGH-Kenya Defence Minister signing the visitors book. In the middle is Brigadier Kibochi-IPSTC Director.

India's contributions to peacekeeping in Africa

Over the last decade, India has developed an impressive contribution to peacekeeping. Though it favours UN peacekeeping missions, India has a strong presence in Africa.

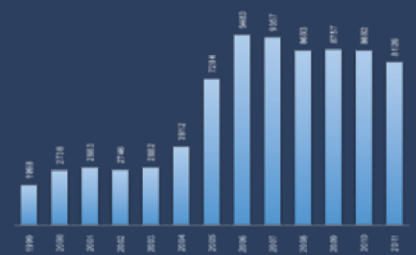
As of early 2012, more than 6,000 Indian troops are deployed in the Eastern African region, namely in the Democratic Republic of Congo (MONUSCO) and in South Sudan (UNMISS), and constitute more than 75% of all Indian forces deployed for peacekeeping operations. This alone would indicate the significance of stability in our region for India.



Indian female peacekeeper - India has championed gender mainstreaming in its peacekeeping forces. [Photo: UN]

Deployment of Indian peacekeepers

Indian peacekeepers (1999-2011)
[sources: UN DPKO]



South Sudan Facts & Figures

Flag



Independence

9th July 2011

Official Name

Republic of South Sudan

Population

8,260,490 (2008) (Disputed)

Area

619,745 km²

Form of State

Federal presidential democratic republic

Head of State

Salva Kiir Mayardit (President)

Dr. Riek Machar (Vice-President)

Official Language

English

Armed Forces and Security

Armed forces are composed mainly by the Sudan People's Liberation Army (SPLA), with an estimated number of 200 000 troops.

Its tasks are:

- To uphold the Constitution;
- To defend the sovereignty of the country;
- To protect the people of South Sudan;
- To secure the territorial integrity of South Sudan;
- To defend South Sudan against external threats and aggression; and
- To respond to any emergencies, participate in reconstruction activities, and assist in disaster management and relief in accordance with the Constitution and the law.

Armed Groups in South Sudan

Several armed groups are active in South Sudan:

- George Athor in Jonglei State
- Gatluak Gai in Unity State
- David Yauyau in Jonglei State
- Gabriel Tang-Ginye in Jonglei State
- Peter Gadet in Unity State

(Source: Wikipedia)

Abbreviations

IGAD Intergovernmental Authority on Development

PSRD Peace and Security Research Department

SALW Small Arms and Light Weapons

UNDP United Nations Development Programme

Supporting Pillars of Peace in South Sudan

The end of the North-South conflict in Sudan and the birth of the new nation brought both freedom and challenges of establishing a viable state. The ongoing cross border skirmishes between the two countries signals the risks of a return to violence and derailing of post conflict reconstruction.

The efforts of the international community to bring the two states to the negotiating table should be supported by a comprehensive approach to peace.

Ultimately, durable peace and security will stand on several pillars namely: good neighbourliness; national cohesion and integration; disciplined, inclusive and professional security sector; efficient and effective delivery of security and basic services by the government, vibrant community and civil society participation, respect for human rights and the rule of law. The Peace and Security Research Department (PSRD), is set to undertake field research on pertinent peace and security issues in South Sudan. With the support of the Government of Japan through the UNDP, the research team has developed a comprehensive research agenda for the year 2012 focusing on South Sudan peace building.

The need for capacity building of peace and security institutions in South Sudan is a prerequisite for sustainable peace and national development. The new nation requires the support of the international community to establish durable nation building infrastructure from the grass root to the national level.

There are a number of obstacles facing South Sudan, such as managing inter communal conflicts and proliferation of SALW; dealing with security and organized criminality; transforming former warring parties into a national security system, establishing governance processes as well as an institutional and legal framework



Unveiling of a statue of the former South Sudan President John Garang during the independence celebration ceremony (Roberto Schmidt/AFP).

for the management of resources including oil, reintegration and reconstruction, including protecting vulnerable groups and empowering the local communities.

The research team will evaluate options for developing institutional capacity to handle these challenges through a realistic picture of the situation on the ground, to inform strategies of action. The department recognizes that the hallmark of conflict sensitive and sustainable peace and development in South Sudan is based on credible research. The crux of the research agenda is to shed light on the transformation of the South Sudan nation in various sectors. Highlights of the focus areas include: the transformation of the security system, identifying the root cause of conflicts using a resource lens and consolidation of the peace dividend through effective and inclusive reintegration and reconstruction approaches. The consequences of 23 years of war – and absence of governance, the development of organized criminality, proliferation of SALW, and inter-communal conflicts will also be examined in detail.

The IPSTC is well set to provide the required research and training to support South Sudan's nation building plans. IPSTC implements an inter-disciplinary programme for training police, civilian and military personnel based on solid research. The institute is developing programmes geared to building capacity of key governmental institutions in South Sudan.

Joseph Kioi Mbugua
Researcher, PSRD (IPSTC)
(joseph.mbugua@ipstc.org)

Simulation in Support of Peace Operations

Many nations now embrace and utilize some form of simulation to aid in the training of their forces (military police and civilians). For example, all Canadian Forces formed units and organizations must undertake a rigorous 6-9 month training regime that includes a series of Command Post Exercises supported by simulation before being authorized for deployment to Afghanistan on operations.

Simulation can take many forms from Computer Assisted Exercises (CAX) – which primarily focuses on exercising the Command and Control, Communications, Computers and Information (C4I) functions – to those simulations systems that visually mirror reality (i.e. flight simulators for pilot training). Simulation systems can cover the entire spectrum of operations from the tactical through to the strategic depending on the needs of the training audience and the fidelity of situational awareness required to support the decision-making process. Simulation is also an environmentally friendly tool, judging by the amount of pollution and other destructive effects of explosive ordinances that are avoided by the use of computer generated exercises.

In addition, simulation is having an ever increasing application in the fields of disaster management and peace support operations as companies continue to develop modules and systems. This is a welcome addition, as the IPSTC will take possession of its simulation system in 2012 thanks to the support of the United States Africa Contingency Operations and Assistance (ACOTA) programme with a view to: enhancing the training currently being delivered; and expanding the IPSTC's repository of training products.

To that end, the Peace and Security Research Department (PSRD) has embarked on a programme to identify and develop the necessary competencies internally to analyze, design and develop simulation modules and exercises to support the various trainings conducted at the Centre, both currently and in the future as part of the overall training delivery concept for the Centre. Close coordination between the Centre, led by PSRD and ACOTA for the fielding of the JANUS System, will commence in the second quarter with an anticipated delivery in the 3rd quarter of 2012.

JANUS is one of the most efficient tools for Command Post and Headquarters staff to train and prepare for, and conduct

joint, multidimensional operations.

The JANUS simulator was designed for combined-arms warfare, although it is also applicable to PSO training. Better than a Map Exercise scenario or even field exercise, CAXs have the ability to represent the effects of decisions, test plans, exercise C4I and add elements of realism and record empirical outcomes that could not be realized except on real operations. Simulation allows for 'the making of mistakes' and more importantly the learning associated with those mistakes without the financial or human costs associated with real operations. JANUS was designed to provide staff synchronization training to both battalion and brigade staffs, but is applicable to Sector, Force or Mission Headquarters level training. A JANUS-mediated staff exercise focuses on the actions and interactions of all



Janus Battle Staff Training Lab (Lab – simulation graphic)

[Picture: Vermont Nation Guard-Readiness & Regional Technology Centre]

staff participants, with emphasis placed on the planning and execution phase. Perhaps the greatest capability offered by JANUS is its ability to provide feedback to participants, identify lessons and refine and improve procedures at various levels. Participants and controllers are able to conduct multiple iterations during limited training time and also conduct after-action reviews (AAR's) with each iteration - allowing learning to occur during the conduct of the training as opposed to after. The IPSTC does look forward to adding computer-based simulation as part of its training portfolio. This coupled with the improvements to the Peace Support Operations Village will enhance the Centre's ability to offer realistic peace operations training and further solidify the IPSTC as the venue of choice of our clients and partners.

Major Kevin Barker
Training & Evaluation, PCSS (IPSTC)
(Kevin.barker@ipstc.org)

Training Civilians in IPSTC

continued from page 6

Other reasons given for the involvement of civilians in PSOs include the ability of such professionals to use 'soft' power in fronting peace. We shouldn't forget that the success stories of negotiations, dialogue and mediation across Africa, such as the CPA in South Sudan, the Accord for the post-election stalemate in Kenya and the on-going negotiation in Mali, are partially as a result of ingenuity of mainly professional civilians. To be precise on the role of civilians in PSOs, some of the themes mentioned above as part of civilian contributions to peacebuilding processes are usually reformulated by curriculum specialists into training modules. Courses such as Rule of Law, Human Rights and others form part of the civilian component of a PSO.

The IPSTC's training platforms (PCSS and HPSS) have endeavoured to enhance skills and knowledge among peacekeepers across the continent to increase effectiveness of response to the complex peace operation environment in the Eastern Africa region. The dividends for such an endeavour are even becoming more visible in the region with the growth of the Horn of Africa-based mission-AMISOM. Therefore, incorporating civilians in such a mission would bolster success of the mission by increasing effectiveness of administration, coordination and interoperability of both human and capital resources. In this case, IPSTC has the onus of sustaining such dividends by developing and delivering training programmes to peacekeepers across the entire spectrum of peace operations.

Francis Onditi
Training Coordinator, PCSS
IPSTC, (fonditi@ipstc.org)

Greening Peace Operations

Peacekeeping and peace-enforcement are designed to end a conflict while striving to minimize the impact on society. In this endeavour, one victim is often ignored: the environment.

Though understated, the link between conflicts and environmental challenges is a fact: Somali pirates often highlight the destruction of fishing zones to justify their criminal activities. At the same time, conflict has devastating degradation effects on the environment.

Across Africa, the presence of landmines and other remnants of war (ROW) has directly affected the environment and agricultural activities. Conflicts have also an indirect impact related to the effects of population displacement, by modifying the relationship between populations and their environment.

Thus, the environment can be both victim and a contributor to conflicts. The environment must therefore be a factor of the peace and stability equation.

A critical analysis of various peacekeeping mandates reveals that the environmental protection variable has only received limited attention over the past six decades. Major peacekeeping mandates and doctrinal variables have largely been based on the monitoring and protection of human rights, capacity building for law enforcers, supporting the establishment of legitimate and effective institutions of governance and refugee protection, restoration of necessary security conditions for safe provision of humanitarian assistance, without any explicit mention of environmental protection.

The joint AU/UN hybrid operation (UNAMID) in Sudan has an explicit mandate to support effective implementation of the Darfur Peace Agreement and to protect civilians; however, the mandate does not mention any 'environmental management perspective'. This is notwithstanding the fact that during the planning phase, it was identified the mission would exhaust local underground water reserves.

Several reasons would justify a more "green" approach. The first one is the



Nigerian Soldiers with the UN African Mission in Darfur patrol a bombed village. Photo Copyright: Lynsey Addario/Corbis

fact that environmental issues have a part to play in some of the conflicts around the world, particularly in Africa. In his September 2003 report on the prevention of armed conflict, the former UN Secretary-General Kofi Annan highlighted the connection between the environment and conflict and argued that in addressing the root causes of armed conflict, the UN system will need to devote greater attention to the potential threats posed by environmental problems. This implies that by addressing environmental issues, peacekeeping missions will invariably be contributing to the reduction of the underlying causes of conflicts and therefore environmental conflict management.

The second reason is that at the heart of the contentious issues that are traded off in peace agreements are scarce resources, most of which supersede political causes of

conflicts. The very subject matter of peacekeeping entails the supervisory role of the international or regional organizations in the equitable sharing of these resources and their mandate implicitly extends to environmental issues that have implications on resource availability.

Thirdly, a reason for going green is to reduce the unintended consequences of some aspects of peacekeeping on the environment. The use of force, for instance, should not imply the unlimited use of means and weapons that may hamper long term use of resources (i.e. chemical or incendiary weapons) and subsequent economic recovery. By going green peacekeepers will minimize the unintended consequences of their activities. In a protracted conflict situation such as in Somalia, one of the major consequences of tactical manoeuvres between various parties in the Somali conflict, particularly so in Mogadishu, is soil contamination. This is captured in the Bruno Scheinsky UN Arms Embargo report that brought forward the fact that white phosphorous bombs were used in urban warfare in Mogadishu. Soil samples from the impact area had chemical analysis that showed that the phosphorous residual was 117 times higher than what could be expected of a non-contaminated soil sample. These are the latent realities that peacekeepers have to contend with in such peacekeeping tactical deployments of war instruments.

Whilst going green would be laudable, the question is: Would missions be more effective if they were also explicitly tasked with the protection of the environment as part of their mandate, at least whilst pursuing peace? As the world grapples with environmental concerns and climate change issues, it is imperative to confront the situation and to seize the opportunity to stem the contribution of conflicts to environmental insecurity leading to the concept of "Environment-friendly Peacekeeping" or "Green Peacekeeping".

"It is important and our duty that when peacekeepers arrive in the countries where [we operate], they lead by example in overall environmental management"

ALAIN LE ROY,
Under-Secretary General,
Department of Peacekeeping
Operations (DPKO)

Philip A. N. Mwanika,
Researcher, PSRD (IPSTC)
(philip.mwanika@ipstc.org)

Towards Peace and Security Consolidation in Somalia

One of the tasks of the Peace and Security Research Department (PSRD) is to extract lessons from current conflicts to improve training and doctrinal development in peace support operations together with IPSTC's clients. In this respect, the PSRD is also committed to looking into the modalities of supporting the international community's renewed efforts to stabilize Somalia. A deeper understanding of the situation in Somalia is therefore necessary to inform strategies of actions.

The IPSTC is already involved in training military officers destined for peacekeeping missions in Somalia. The PSRD's Research Wing is a key partner for exploring ways to improve international comprehensive response to the crisis.

The African Union (AU) supported mission, AU Mission in Somalia (AMISOM), has made considerable inroads into pacification of the rebel factions in Somalia. Though peace and security are still far away goal posts in Somalia, there is relative improvement in Mogadishu and its environs judging by the number of areas now under the control of AMISOM. The United Nations Security Council (UNSC) and the African Union Peace and Security Council have forged concerted efforts to make the AMISOM mission a success. Strengthening the Somalia security sector is paramount to returning the country to the national reconstruction and development trajectory. The international community cannot afford to fail in returning Somalia to the path of peace this time round. IPSTC is set to take its due position in this noble nation building endeavour.

The entry of Kenya Defence Forces into Somalia after a series of provocative actions against Kenya and the risk of conflict spill-over, jeopardizing regional peace and security; has turned the tides against insurgent groups. Kenya has also strengthened the AMISOM capacities and raised the pace of transformation of Somalia towards peace and security. The combined political and military vision for a renewed Somalia shared by Kenya, Uganda and Ethiopia under the IGAD framework provides the necessary

political launching pad for regional stabilization of Somalia.

The international community also appears to be united in support of an AU led mission. External support to Al Shabaab is limited due to the efforts of the international community to halt expansion of radical forces. The United Nations (UN) has also established residence in Mogadishu thereby providing a signal for the international community's firm commitment to the transformation of Somalia. The UN support to AMISOM has provided sustainable resources required for a long term and multi-dimensional mission. International strategic support to the stabilization of Somalia, as demonstrated during the recent London Conference (23rd February 2012), goes along with concrete measures such as the European Union's Operation Atalanta to ensure safe passage of international maritime vessels across Somalia waters.



Though the threat of radical insurgent group Al Shabaab, is still lurking, there seems to be a coalition of hope and determination among the international community to turn around the clock. There is a need to understand the role of Al Shabaab in Somalia politics and how they can be engaged for sustainable peace in the country.

The research department will explore various strands in peace and security necessary for durable peace, such as establishment of the rule of law and formation of an inclusive and representative government. The model presented by the relatively stable Puntland and Somaliland requires to be examined as units of a devolved system of governance.

Research questions will revolve around development of a framework for transition – political, military and social

– harmonizing clan management structures with democratic governance principles, the harnessing of the Somali entrepreneurial spirit as a dynamo of community driven reconstruction and development and addressing the threat of international network of terrorist groups. Terrorism and organized criminality are significant features of the Somali conflict, especially their spiral effects on the international trans-shipment routes and security of neighbouring states.

An examination of the current transitional government of Somalia and the institutions in place will also provide a picture of possible new entry points for peace support operations. Ultimately Somalia must develop an internal legitimate and harmonic security system that takes into account its societal specificities and traditional structures, inter alia through community driven reconstruction and development.



AMISOM troops in Mogadishu.

Policymakers require reliable information to craft appropriate political and military strategies. The actions of different actors must also be aligned for a common purpose of peace and security in Somalia, with a focus on long term vision and commitment rather than on short term policy objectives. All actors must be brought on board, including the insurgents Al Shabaab, in an inclusive peace building and conflict management framework.

The proposed research will also look at the nature of international community actions and networks in Somalia with a view to improving effectiveness and preventing negative impacts that have been witnessed in other missions.

Joseph Kioi Mbugua
Researcher, PSRD, IPSTC
(Joseph.mbugua@ipstc.org)

More than a Change of Berets –The Transformation of the SPLA/M

The period after 2011 is a defining moment for Sudan's peace and stability and provides new opportunities and renewed challenges closely connected to the intricacies of internal governance.

South Sudan is faced with the issue of mainstreaming 'required' and 'standard' practices of a functioning state. Different sites of governance ranging from the policing component of the state, the power to defence and security, and general public administration domains are attributes of the "state" that South Sudan is grappling with, albeit not unilaterally but with great resources and assistance from the international community and particularly the region.

However, South Sudan has a unique attribute-which in turn has challenged nationhood, challenged the different sites of governance and generally the processes of state making. A society that is freshly coming out from a protracted conflict and is yet to stabilise, South Sudan has seen decades of socialization based on the culture of violence and in actual sense a 'culture and history of revolutions and liberation struggles.

This legacy is still felt to this day since it has taken a different form within the 'realities and integrations' into the systems of a new and contemporary state structure. At this point, it is important to note that the site of governance within a post conflict setting known as "security sector reform" is a contentious stage that links the historical cultures of society with the realities and aspirations of 'statehood' and thus a new culture and philosophy of life as widely defined within the 'new state'. Therefore, in post conflict societies and emerging democracies, reform of the security sector institutions is vital for a successful transition to political stability and support of the human security base in such societies.

The vast array of sites of governance in South Sudan have a common thread-in that there is the predominance of the main liberation movement-the Sudan People's Liberation Movement/Army (SPLM/A).

Their role and presence in the policing component of the governance, in the general security site of governance, in the economic realm of the new

extent and transformation of the SPLA/M into a national defence and security service taking into context the intricacies, sensitivities and opportunities in the new Republic of South Sudan. At this moment in time-in South Sudan-this realm of governance is quite dominant and attention is needed towards a pragmatic and realistic analysis of the situation and taking into context the peculiarities of the post conflict environment in



Sudan People's Liberation Army soldiers parade through the 1st Independence day ceremony in Juba on July 9 2011 (Picture by Goran Tomasevic/Reuters)

RSS's sectors, and in politics is undisputed. Nowhere is this more visible than in the national defence and security apparatus and systems in South Sudan-and this is understandably so provided the armed conflict and liberation history of the Sudan.

An area of concern, and one that would define the immediate, short and long term projections of South Sudan's post conflict and recovery environment, is the transformation of (SPLA/M) into an inclusive national defence system and one that reflects the current 'status' of South Sudan oriented towards 'nationhood', state building and contemporary statecraft.

It is important to look at this specific playing ground and site of governance-that is the nature,

South Sudan and the historical determinants of what is currently viewed as the South Sudan polity.

The question of how representative, transparent and transformative the SPLA is on the ground is essential as a building bloc towards a national reach and delivery of security to this recovering state. Such a study will therefore have a focus on the transformation of the South Sudan defence and security sector. It will seek to examine the creation, reform and/or transformation of institutions and norms/ doctrines that are primarily within the defence and security narratives of the state.

Philip A. N. Mwanika
Researcher, PSRD (IPSTC)
(philip.mwanika@ipstc.org)

Counter Improvised Explosive Devices (CIED) Course

In March and April, CIED (Counter Improvised Explosive Devices) Training Course was conducted at the HPSS with the assistance of the ACOTA Team. Here at IPSTC/HPSS, the mission is to assist in providing peace and stability in the African region.

Explosive devices pose a serious danger to those who are conducting either peace or humanitarian operations. Improvised Explosive Devices (IED) are the number one killer in missions for both military personnel and civilians.

The course was provided by the experienced ACOTA Team at HPSS: Mr. David Lee and Mr. Van Marvin, passing on vital knowledge to the HPSS's instructors; which assisted them in becoming subject matter experts and competent trainers.

The four weeks course covered a wide range of topics, including:

- The components of an IED as well as Home Made Explosive (HME) Recognition,
- Enemy tactics and techniques,
- UXO awareness and identification,
- Search operations,
- IED SPOT reports,
- Suicide bombers,
- Vehicle-borne IED's.

This class consisted of 45 Students, mostly engineers from the Kenyan military, eager to learn and were not hesitant to ask questions. The CIED Course was a great success and met all course expectations and requirements. The instruction was clear, concise and professional.

Taking into account the current and future threats that will confront peace and stability operations within the region, HPSS recognizes the importance of maintaining and improving these skills. Another important factor associated with CIED

would be EOD (Explosive Ordnance Disposal).

The individuals who construct and plant IEDs are resourceful and should never be underestimated. They have a wide range of capabilities and they study patterns set by military troops conducting foot patrols or convoys, and that is the main reason why we are always improving our techniques and procedures.

Instructors from Africom EOD (HMA) provided courses on:

- First Aid,
- Operational Risk Management,
- Ordnance Identification,
- Reconnaissance,
- Storage and Transportation,
- Demolition Materials/ Explosive,
- Firing Systems, and
- Disposal Operations.

By their nature, EOD operations are hazardous, and certain calculated risks must be taken; ingenuity, judgment, common sense – and above all – the mastery of EOD techniques and observance of EOD principles will determine success or failure. The course is four weeks long. After the first week the students will become the instructors of the course, and will become facilitators with capabilities to instruct EOD Level one course to future participants at IPSTC/HPSS.

The course introduces classroom material presented and discussed among the students. After the theoretical learning phase students are led out to the PSO Village to conduct hands on training. This training, in turn, tests them on the material learned in the classroom.

"Be the Hunter not the Hunted".

SFC Luis R. Rivera
CJTF-HOA Liaison Officer,
HPSS (IPSTC)
(cjtf-hoanllno@hpss-ipstc.org)

Improvised Explosive Devices – A threat for peacekeepers

An improvised explosive device (IED), also known as a roadside bomb, is a homemade bomb constructed and deployed in ways other than in conventional military action. It is composed of an explosive part, a firing mechanism and a triggering system.

It can be made with unexploded ordinance, improvised explosive substance (i.e. black powder, etc.), and/or with commercial or military explosives.

IEDs have been used in unconventional warfare since World War II, but only recently, they have become a serious concern for peacekeeping forces. Although the explosive part and the firing mechanism do not show major evolution over decades, the development of remote control technology for a variety of day-to-day functions has provided a wide range of triggering mechanisms.

In current conflicts, IEDs were responsible for approximately 63% coalition deaths in Iraq, and for about 60% coalition casualties in Afghanistan.



Vehicle-Borne IED in Iraq [photo Wikipedia]

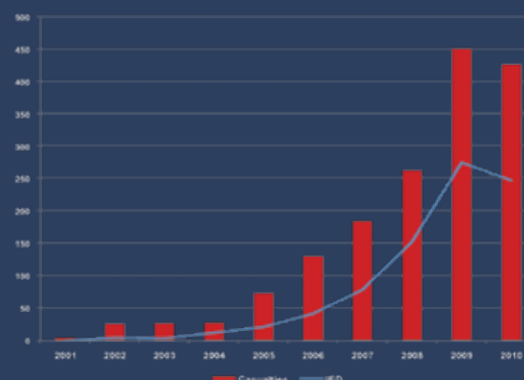
Types of IEDs by delivery:

Vehicle: The most common type of Vehicle-Borne IED or VBIED is the "car-bomb". It is the easiest to operate and can carry up to several thousand kilogrammes of explosive. Other VBIED using boats or remote-controlled planes have also been used in some theatres.

Person: Person-Borne IED or PBIED are usually called "suicide-bombers", they can carry several kilogrammes of explosive.

Animal: Animal-Borne IED or ABIED are often donkeys (or even monkeys in some parts of the world) carrying a remote controlled bomb.

IEDs and casualties in Afghanistan (2001-2010):



IPSTC Hosts Advanced Field Training (AFT) for Save the Children UK

The IPSTC is honoured to have hosted the Advanced Field Training (AFT) course for Save the Children UK staff at the Humanitarian Peace Support School (HPSS) from 11th – 18th March 2012.

This was a 1- day residential course comprising of teaching sessions, 4-day first aid and security training, and a 4.5-day uninterrupted scenario exercise. A total of 38 participants and 15 facilitators participated in the course.

The general objectives of the course were to:

- Provide consolidation of learning and further develop the right attitudes and behaviour, informed by skills and knowledge, required to operate safely and effectively in a breaking emergency as part of a first phase response team.
- Understand the fundamentals of security management to enable all trainees to be able to operate safely and securely as part of a first phase response team.



AFT course participants during class discussion.

- Understand the basic life-saving components of first aid to be applied in remote locations.
- Provide consolidation of the technical areas provided through distance learning – to

ensure the opportunities for learning are maximised.

Capt PS Eshitemi
SO2 Coord HPSS
(so2coord@hpss-ipstc.org)

Serving with a Difference

Due to many and varied number of visitors and course participants per year, HPSS needs an effective capability to provide on-site catering. HPSS's catering department has successfully offered services in different functions and hosted many dignitaries, including His Excellency the Vice President of Kenya, various government ministers, high-ranking military officials and ambassadors.

The catering department prides itself at having well trained staff and offering five-star quality services. It offers continental breakfasts, high quality lunches and

dinners, break-time beverages and snacks, cocktail menus, barbeques, brunch, high teas, room service catering, and take-away packs.

Our highly skilled kitchen chefs are always willing to tailor-make menus to meet dietary needs of our guests.

In our quest to provide the best standards of food preparation and service, we provide 5-star hotel services to our guests.

Mrs Esther Kiprotich
Supervisor, Dining Facility, HPSS



The Centre's F&B Team doing what they do best!



No course is complete without nyama choma (BBQ)): One of our mouth-watering cocktail lunch at the garden

The Symposium on Civil Military Operations in Eastern Africa

The first IPSTC Symposium on Civil Military Operations (CMO) in Eastern Africa was conducted at the Peace and Conflict Studies School (PCSS) from 30 January to 10 February 2012. Military officers representing Burundi, Djibouti, Ethiopia, Kenya, Rwanda, and Uganda attended the symposium.

The Symposium provided a forum for East African middle to senior grade officers to review current operational level CMO doctrine, training and operations in the context of peacekeeping, support to civil administration, counterterrorism, counter insurgency, and disaster relief operations.

The objectives of the Symposium were to:

- Determine the extent of current CMO practices within regional nations and the receptivity of East Africa militaries to the adoption of CMO procedures into military operations.
- Engage in a military-to-military discussion among East African officers on the following topics:
 - ▶ Peacekeeping operations (PKO)
 - ▶ Military support to civilian authorities (MSCA)
 - ▶ Counter insurgency (COIN) and counterterrorism (CT)
 - ▶ Disaster response
 - ▶ Gender and human rights.

The expected outcomes from the symposium were:

- Identify current state of CMO in East Africa
- Adaptation of CMO takeaways into regional military programmes
- Prioritize ways forward for CMO among East African countries
- Provide regional linkages that communicate best practices
- Strengthen networks of collaboration among partners
- Establish a platform for future CMO study and practice in East Africa
- Publish a symposium report summarizing participant

contributions and recommendations.

The symposium provided a platform for participants to share best practices with subject matter experts acting as facilitators.

This course was conducted by the Combined Joint Task Force – Horn of Africa (CJTF-HOA), and led by Dr. Westneat, Associate Professor with the US National Defense University (NDU).

US Army COL Yanaway reviewed the mission and CMO activity of CJTF-HOA. He explained that CJTF-HOA was created to enhance partner nation capability and capacity, promote regional peace and stability, and to reduce conflict in the East African region. He and provided examples of ongoing CMO projects in the region, including well drilling, health, and education related projects.

In the US doctrine, Civil Affairs (CA) activities are integrated into the wider concept of CMO. US Army Brigadier General Van Roosen



Mr Cedric De Coning, a world renowned CIMIC expert giving a presentation at the symposium.

(Commander 353rd Civil Affairs Command) provided an overview of US Civil Affairs, and highlighted five core CA tasks:

1. Populace and Resource Control
2. Foreign Humanitarian Assistance
3. Civil Information Management
4. Nation Assistance
5. Support to Civil Administration.

In the syndicate work, participants addressed three issues:

- The problem of terrorism and how the military can interact with the local civilian community to better mitigate the efforts of terrorists.
- The role CJTF-HOA should have in assisting with regional initiatives and encouraging regional cooperation.
- The categorization and definition of which factors are most important to CMO operations in East Africa.

With the facilitation of Cedric De Coning, a world renowned CIMIC expert, and COL Baud, Head of IPSTC Research Department, the symposium contributed to clarify the differences between:

- The US CMO concept;
- The UN Department of Peacekeeping Operations' (DPKO) UN CIMIC concept; and
- The UN Office of Coordination for Humanitarian Affairs' (OCHA) CMCoord concept.

It was noted that proper integration and coordination of efforts amongst military, civilian, and law enforcement groups in a mission area increase efficiency and are key to success.

East African Standby Force (EASF) Director Maj Gen (Rtd) Ndayirukiye provided a briefing covering the past, present, and future of EASF. He highlighted the achievements EASF has attained since its creation in 2004, and explained the challenges his organization faces in achieving the objective of full operational capability by 2015.

Participants visited the IPSTC tactical campus in Embakasi. This excursion included an interactive tour of the recently upgraded Amani Peace Support Operations Village (tactical training village) along with a display of a CMO training scenario to include role players.

Lt Col Mike Kelly
US. Liaison Officer, IPSTC HQ

Key Events and Visits during the 1st

During the first quarter of 2012, the International Peace Support Training Centre welcomed several visitors from countries signatories to the Memorandum of Cooperation, notably the United States of America, the United Kingdom and Japan, confirming their interest in the institution and the quality of the partnership. Some other visits also contributed to expand the partnership. For instance the welcoming of a delegation from the Ethiopian Defence Forces laid the foundation of exchanges between the Ethiopian International Peacekeeping Training Centre (EIPKTC) and IPSTC, and the discussions with the Ambassador of Slovakia who, being the Chair of the Governing Board of the International Security Sector Advisory Team, mentioned the possibility of developing partnership between IPSTC and this organization. One of the main events during this quarter was the signing of a Memorandum of Understanding between EASFCOM and IPSTC by both directors, in the presence of Mr Sivuyile Bam, Head of AU Peace Support Operations Division.

Besides these events, IPSTC welcomed Dr Friedrich Kitschelt,

Director General for Africa of the German Federal Ministry for Economic Cooperation and Development, on 1st February 2012, and a delegation from Finland comprising Lt Colonel Jukka Tuononen (Commandant of the Finnish Defence Forces International Centre -Fincent-) and Major Matti Ylinen (Head of Fincent Course Department). They were joined by Colonel Jarmo Pekkala (Coordinator of Nordic Advisory and Coordination Staff-Eastern Africa) on 4 April 2012, in order to prepare an Integrated Crisis Management Course funded by Fincent in IPSTC in September 2012.

Lt Col Jean-Benoit Beaudoux
Chief of Staff, IPSTC HQ
(jbbeaudoux@ipstc.org)



Hon Masahisa Sato's visit On 13 January 2012

On 13 January 2012, the Honourable (Rtd Colonel) Masahisa Sato, member of the House of Councillors of Japan, visited IPSTC. After a presentation on the role of IPSTC in enhancing regional peace and security, a tree planting ceremony was organized. (From left : Mr Takahiro Suzuki, Second Secretary of Japan Embassy, Mr Yoichiro Yamada, Deputy Ambassador of Japan, Brigadier Robert Kibochi, Director IPSTC, and Honorable Masahisa Sato).



Ethiopian delegation's visit on 18 January 2012

A delegation from Ethiopian Defence Forces headed by Major General Gebrat Ayele, Chief of Training Main Department, visited IPSTC on 18 January 2012. This visit laid the foundation of good exchanges between the Ethiopian International Peace Keeping Training Centre (EIPKTC) and IPSTC (from the left: Brigadier Robert Kibochi, Director IPSTC, Major General Gebrat Ayele and Brigadier General Hassan, Commandant of EIPKTC).



British High Commissioner's visit on 19 January 2012

The new British High Commissioner, His Excellency Dr Peter Tibber, came to IPSTC on 19 January 2012 with his Military Assistant Lt Col Colin Danvers and the Commander of the British Peace Support Team, Col Colin Brundle. The UK has been the first partner of IPSTC since its inception. HE Dr Peter Tibber was briefed on the impact of UK investments in IPSTC. In this picture, Brig. Robert Kibochi is presenting the IPSTC plaque to the High Commissioner.

Quarter of 2012



Gal Van Roosen's visit On 1st February 2012

On 1st February 2012, during the Civil Military Operations symposium, Brigadier General Hugh Van Roosen, Commander American 353rd Civil Affairs Command, visited IPSTC, planted a tree and received a plaque from Brigadier Robert Kibochi, IPSTC Director.



EASFCOM-IPSTC MOU signing on 15 February 2012

On 15 February 2012, Major General (Rtd) Cyrille Ndayirukiye, Director EASFCOM, and Brigadier Robert Kibochi, Director IPSTC, signed a Memorandum of Understanding in the presence of Mr Sivuyile Bam, Head of AU Peace Support Operations Division. This important event formalizes the excellent partnership between EASFCOM and IPSTC (from left : Lt Col Jean-Benoît Beaudoux, IPSTC Chief of Staff, Major General (Rtd) Cyrille Ndayirukiye, Director EASFCOM, Mr Sivuyile Bam, Head of AU Peace Support Operations Division, Brigadier Robert Kibochi, Director IPSTC, Brigadier (Rtd) Henry Onyango, EASFCOM Head of Administration and Col Jacques Baud, IPSTC Head of Research Department).



Col Kusumi's visit on 1st March 2012

Col Schinichi Kusumi, Chief of the Foreign Intelligence Section from the Ministry of Defence of Japan and Mr Eiichi Machii, Official of the Foreign Intelligence Section, came to Kenya to learn more about the security situation in East Africa. They visited IPSTC on 1st March 2012 and received a presentation on the role of IPSTC in enhancing regional peace and security (from left: First Rank Col Kusumi and Col Mrashui-Head of IPSTC Plans and Programmes; Second rank, Mr Eiichi Machii and Mr Takahiro Suzuki, Second Secretary Japan Embassy).



The Ambassador of Slovakia's visit on 9 March 2012

During his visit to IPSTC on 9 March 2012, the Ambassador of Slovakia, HE Dr Michal Mlynar mentioned the possibility to develop a partnership between IPSTC and the International Security Sector Advisory Team, as the Chair of the Governing Board of his organization for the period 2011-2013. (From Left: Brig. Robert Kibochi-Director IPSTC, Col. Mrashui- IPSTC Head of Plans and Programmes, Col. Ikiara-Commandant Peace and Conflict Studies School, HE Dr Michal Mlynar & Lt Col Jean-Benoît Beaudoux, IPSTC Chief of Staff).



CJTF Deputy visit on 2nd April 2012

In the framework of the excellent partnership between CJTF-HOA and IPSTC, CJTF-HOA Deputy Commander, Brig. Gen Eugene Haase, visited both sites of Karen and Embakasi on 2nd and 3rd April 2012, with the CJTF-HOA Chief of Staff, Capt Stephen Koehler, and Kenya Country Coordination Element, Capt Keith Warner (FROM LEFT: Capt Stephen Koehler, Brigadier General Haase, Lt Col Mike Kelly, US Liaison Officer at IPSTC, Col Ikiara, Commandant Peace and Conflict Studies School and Captain Keith Warner).



Treading along the Ant's Path

I remember a famous storybook that had a picture of the grasshopper with a guitar and the ant sweating while carrying what seemed to be a heavy sack. While the grasshopper relaxed during the planting and harvesting season, the ant toiled away. During the winter, the ant had food while the grasshopper starved to death. Coming from a generation where children were forced to clear all that was on their plate, I often wondered how the ant managed not to finish his reserves before winter was over. I learnt that lesson with my first pay-check

Resource sustainability simply dictates one uses resources at a lesser rate than he acquires or replenishes it, be it financial, human and physical, including natural resources. Organizations need to effectively manage their resources to not only ensure sustainability but also growth and development, especially in these hard economic times. As such, management is required to plan how to use its resources by prioritizing expenditure, engaging in appropriate projects and avoiding unplanned expenditure as much possible.

Resource inventory will ensure a firm knows what is at its disposable means to enable forward planning, chart their limits, place the necessary caps and define warning parameters.

Budgeting allows one to plan what will be spent in a certain period, and any over or under expenditure are highlighted and explained. This will help develop a resource management module that can be used to make future adjustments and re allocations of resources to enhance organizational effectiveness.

In the past, I have seen firms attempt to mask resource shortfalls by seeking additional resources or reducing their receivables. There are no shortcuts to better manage what a firm has in hand. Had I followed the ant's path of better management I wouldn't have cleared my first pay check within a fortnight.

Collins Mwanza
Budget Officer, Finance Department (IPSTC)
(ipstcbudman@ipstc.org)

Farewell to outgoing Director and other staff of IPSTC

On Wednesday the 25th, April 2012, members of staff of IPSTC gathered at the Peace Banda to bid farewell to the outgoing Director Brigadier Robert Kibochi. Brigadier Kibochi has served for four years at IPSTC and had previously served as Chief of Staff for the then EASBRIGCOM (now EASFCOM) based in Nairobi, Kenya. A number of participants noted the exceptional contributions of the Director in spearheading the transition of IPSTC from a local organization into an international centre of excellence in Peace Support Operations (PSO). Brigadier Kibochi will join the Department of Defence as Head of Strategic Plans and Policy.

The staff members also bid farewell to Major Julius Unsing (UK), Mike Shikwe (Kenya) and Lt. Col Mike Kelly (USA). Major Unsing made significant contributions at the Humanitarian Peace Support School (HPSS) and as a trainer in logistics especially for the AMISOM team. Lt. Col Mike Kelly proceeds back to the US where he will be promoted to a Colonel after distinguished service at the IPSTC as a liaison officer of the United States Military.

The Colonel Plans and Programs, Col Nguku, will serve as the acting Director of IPSTC awaiting the new Director designate, Brigadier Kabage, who is finalizing a course at the National Defence College (NDC). New members of staff in the research department, IT, finance and administration and other portfolios were introduced. Gifts were presented to the outgoing members of staff.

In his farewell speech, the Director highlighted the opportunity provided by IPSTC for multi-cultural interactions and learning where PSO experts from different countries share knowledge and experience. The outgoing members of staff paid glowing tribute to the leadership, members of staff of IPSTC and the people of Kenya for their hospitality and cooperation with members of the international community.



On the left is Brig Kibochi, Second left is Lt Col Mike Kelly, followed by Major Unsing and on the right is Colonel Ikiara.



Mr Mike Shikwe-the former Head of Administration IPSTC is franked by Brig Kibochi on the left, Lt Col Mike Kelly-second left, and Col Ikiara on the extreme right.



The new staff representing the administration department, information technology and research and training departments.

IPSTC Second Quarter Events Calendar



Humanitarian Peace Support School (HPSS)

S/No	Event	Description	Target Audience
1.	UNDP Safe and Secure Approach To Field Environment (SSAFE) 4 th – 7 th April 2012	Four day event funded by UNDP	UN staff being deployed to mission
2.	UNDP Safe and Secure Approach To Field Environment (SSAFE) 16 th – 19 th April 2012	Four day event funded by UNDP	UN staff being deployed to mission
3.	AFRICOM EOD IMAS TRG level1 2 nd -20 th 2012	Nineteen day course sponsored by ACOTA	De-miners course for operations in the AMISOM
4.	UNDP Safe and Secure Approach To Field Environment (SSAFE) 7 th – 10 th May 2012	Three day event funded by UNDP	UN staff being deployed to mission
5.	ICRC WeC TRG-7 th -11 th May 2012	Five day event sponsored by ICRC	ICRC staff to be deployed in peace operation environment
6.	UNDP Safe and Secure Approach To Field Environment (SSAFE) 11 th -14 th June 2012	Four day event funded by UNDP	UN staff being deployed to mission
7.	UNPOC 16 th – 27 th April	Funded by UNDP/Japan and EU	UN/AU Police officers training for pre-deployment
8.	Hostile Environment Awareness Training 16 th – 22 nd May	Funded by World Vision International	Selected Civilians deployed or to be deployed to mission
9.	Security Management 4 th – 22 nd June	A 3 times 5 days course organized by RedR UK.	Selected individuals from Kenya as potential trainers on security issues.
10.	Physical Security and Stockpile Management Course 25 th – 29 th June	Funded by the Federal Republic of Germany	DDR Officers preparing for UN/AU mission deployment or already deployed.
11.	Gender Dimensions in DDR 24 th – 29 th June	Organized by NODEFIC	The target audience for this course is comprised of both top and middle level "practitioners" who are working with DDR programmes in general. Military, Police, Local Staff, National Institutions and International (UN/AU staff) and Civil Societies.

Peace and Conflict Studies School (PCSS)

12.	Rule of law 29 th March -5 th April 2012	Nine day course funded by ZIF	Personnel deployed in UN missions as judicial affairs officers
13.	AMISOM force HQ training 2 nd -27 th April 2012	One month course funded by ACOTA	Selected staff officers who may be serving in a brigade level HQs within EASF or other AU and UN missions
14.	Rule of Law 14 th -25 th May 2012	Ten day course funded by UNDP/ Japan	Participants who should be Potential trainers from training branches/units consisting of; GOSS, Uniformed personnel- ,Ministry of interior, Legal units UNDP training unit, and internal organizations , Civil society (NGOs, churches elders and academics)
15.	L2 Seminar 28 th May -1 st June 2012	Four day event sponsored by BPST	Officers from the rank of Major to Col from the Eastern Africa region who have been involved in Peace Mission.
16.	AMISOM force HQ training 4 th -29 th June 2012	One month course funded by ACOTA	AMISOM force HQ Staff officers training for deployment

Peace and Security Research Department (PSRD)

17.	Curriculum Development Rule of Law, Security Sector Reform, Human Rights and Corrections course learning plans. April -June 2012	Funded by UNDP/Japan for South Sudan capacity building	South Sudan Participants who should be Potential trainers from training branches/units consisting of; GOSS, Uniformed personnel- ,Ministry of interior, Legal units UNDP training unit, and internal organizations , Civil society (NGOs, churches elders and academics)
18.	Curriculum Design Search and Rescue Course writing board 20 th - 22 nd May 2012	Three day event funded by UNDP/ Japan	Course Writing Board by SME.
19.	Development of research outlines April 2012	UNDP/J funded Skeletal frameworks for topics in the Research Agenda	South Sudan
20.	Development of Concept write ups/note, methodology of research agenda, pre-action desk top research and analysis May 2012	Funded by UNDP/Japan for IPSTC Research Agenda 2012	South Sudan

