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Protection of Civilians

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UN picture, "UN soldier of the Kenyan Battalion playing with a Croatian child in a predominantly Serbian village near Knin". 28 August 1992

Keeping our eyes focused on the standards of *'A Centre of Excellence'*

I am glad to join the IPSTC family as the new Director. My long career in the military and peace missions in particular, spanning across a 30 year period, gives me the necessary professional knowledge and experience to steer the centre to greater heights. It is my hope and faith that we shall continue working with dedication and the team spirit that has helped the centre to become an international centre of excellence in the region.

As most of you are aware, IPSTC has trained hundreds of military, police and civilian personnel in support of peace missions in the region. It is in recognition of this contribution that the African Union (AU) designated the IPSTC as one of its 5 centres of excellence in 2006.

My role as the Director is to inspire you to give your best service to the centre. We shall continue to observe a high level of integrity, professionalism and good governance as spelt out in our strategic plan. I look forward to working closely with both Kenyan and international members of staff to jointly raise the profile of this centre through innovative approaches.

This second quarterly edition focuses on protection of civilians. This is a critical theme in our training and research agenda – ultimately saving lives is at the core of our mission.

Brigadier Robert Kabage
Director
IPSTC

The Challenges to Protection of Civilians in South Sudan

In 2009 more than 2,500 civilians were killed in South Sudan, and although the number of civilian casualties had decreased as compared to other years, more than 1,400 civilians were killed in 2011, and the death toll is likely to be similar this year. The 2010 election process contributed to the increase of the number of casualties. Despite the signing of the Comprehensive Peace Agreement (CPA) with Khartoum in 2005 and the integration of "Other Armed Groups" (OAG) in 2006, there are still more victims of killings within South Sudan than in the conflict with the North. Since 2005, although the international community focused its attention to Darfur, there is an average of 2-4 times more casualties within South Sudan than in Darfur, according to UN figures. In 2009, there were 1000 casualties at the State of Jonglei, and the area also witnessed more abduction of women and children (about 300) than in previous conflicts.

Protection of Civilians (POC) is now part of the mandate of all newly created UN peacekeeping missions. Peacekeeping mandates contain a provision for the use of force in line with Chapter VII of the UN charter to protect civilians under imminent threat of physical violence. However, it must be underlined that the primary responsibility to protect civilians lies in the hands of the government. Therefore, the United Nations Mission in the Republic of South Sudan (UNMISS), established in 2011, complements the Government of the Republic of South Sudan's (GRSS) responsibilities of protecting civilians.

Issues that continue to affect security and civilians in South Sudan are manifold. Although the most obvious, the North-South conflict, is not the most deadly. Domestic, interethnic, and criminal issues affecting the States of Jonglei, Unity, and Upper Nile are the more lethal for civilians.

Although it has the primary responsibility of protecting civilians in South Sudan, the GRSS lacks capacity to address this issue: the size of the national territory, lack of infrastructure, limited mobility of security forces, and poor communication network are some of the main factors affecting ability of the government to respond to violence. Further, institutions are in the making and do not have the necessary network to ensure effective presence in troubled areas, requiring the international community to step in to protect civilians.

Protection of civilians is a complex issue that involves not only the use of force but – more importantly – an integrated approach to conflict prevention and the use of pre-emptive measures. In short, the use of force becomes a

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UN Mission in the Republic of South Sudan (UNMISS) – Facts & Figures

The UNMISS evolved from United Nations Mission in Sudan (UNMIS) established in March 2005 to monitor the Comprehensive Peace Agreement (CPA) signed between the Government of Sudan and the Sudan People's Liberation Movement/Army (SPLM/A).

With Resolution 1996 on 8 July 2011, the UN Security Council established the United Nations Mission in the Republic of South Sudan (UNMISS) for an initial period of one year, starting from 9 July 2011 to consolidate peace and security and to help establish conditions for development.

Facts & Figures (Source: UN, June 2012)

- 6,112 total uniformed personnel:
- 5,502 troops
- 120 military liaison officers
- 490 police officers
- 881 international civilian personnel
- 1,400 local civilian staff
- 305 United Nations Volunteers
- Approved budget (1 July 2011 - 30 June 2012):
- $722,129 (Source: UN, June 2012)

Highlights of the mandate:

- Support for peace consolidation and thereby fostering longer-term statebuilding and economic development.
- Support the Government of the Republic of South Sudan in exercising its responsibilities for conflict prevention, mitigation, and resolution and protect civilians.
- Support the Government of the Republic of South Sudan in developing its capacity to provide security, to establish rule of law, and to strengthen the security and justice sectors.

DPKO Rule of Law Training for Judicial Affairs Officers

Rule of law UN Judicial officers course

IPSTC, in its strategy of expanding training partnerships with other PSO related organisations, conducted its 3rd series of the Rule of Law course from 29th April to 5th May 2012 at the PCSS Karen campus. The course was conducted for seven days in a compact course curriculum.

The course was organized through collaboration between the Criminal Law and Judicial Advisory Service (CLJAS) in the office of rule of law and security institutions, Department of Peacekeeping Operations (DPKO) and the German organisation-the Centre for International Peace Operations (ZIF).

The essence of this course was to build capacity of UN judicial officers to assist in advising countries with weak legal and judicial systems. Supporting the transformation of a justice system in a post-conflict environment is a challenging task requiring unique skills, cultural sensitivity and specialized expertise. In this respect, it was found imperative by the DPKO and United Nations partners to develop important policy, guidance and reference

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necessity only when negotiation, mediation and prevention efforts have failed. Poor assessment of conflict issues, poor knowledge of actors, wrong assessments of intents and objectives of actors – more than often influenced by prejudice and ideology rather than by facts – are the real causes of incapacity of the international community to address protection of civilians effectively and efficiently.

In most conflicts – as in Darfur – the inability of the international community to engage in effective dialogue has been the main reason for resorting to force. In Darfur, the way dialogue was conducted led to the split of armed groups and to the emergence of more radical groups, making negotiations almost impossible. In South Sudan, a similar phenomenon can be observed though less radical. But the sense that local conflicts are offshoots of the North-South conflict tends to focus the international attention on Khartoum rather than on South Sudan domestic issues. In fact, the "South-South dialogue" that was once initiated by the late John Garang after conclusion of the CPA was never really completed.

Although the mandates given to the UN peacekeepers are clear per se, implementation remains a challenge due to the lack of resources. For instance, in large areas – such as Eastern Congo and Southern Sudan – with poor transportation network and mobility – which is a prerequisite for rapid reaction forces – is a challenge that can hardly be met without helicopters. Without engaging the debate on what density of security forces is needed to achieve stability, capacities of UN troops in South Sudan do not allow to address the full extent of the problem.

Furthermore, despite UN efforts to establish a strategic framework for POC, interpretations and diverging interests tend to prevent focusing energies towards the same goal. For instance, information gathered by some NGOs about crimes against civilians is not systematically shared with UN peacekeepers in order to not appear as being partial. Although actions of the military contingents are under close scrutiny to avoid any misconduct or for lack of reaction, efforts to promote complementarities between civilian and military components leave a lot to be desired. For instance, UNMISS mandate tends to be more reactive than proactive, thus not really promoting "civilian" efforts that would prevent using force and leaving the initiative to spoilers.

Keys to successful POC strategy are (a) an objective and candid strategic assessment of the threat; (b) the design of a comprehensive strategy that follows the UN strategic framework; (c) successful integration of all components' efforts. In most peacekeeping missions, weaknesses lie in these three factors. Use of force to solve an issue is the result of a failure to address the issue through peaceful settlement processes. But these processes will work only if we have a clear understanding of what is at stake in the conflict. This is where strategic analysis and assessment have their value even at operational level.

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Syndicate presentation

materials for this work. As a follow up to this concept, a comprehensive training programme for judicial affairs officers was developed to enhance their substantive knowledge and performance. It also sought to encourage greater uniformity and coherence in approaches. A general aim of the exercise is towards the strengthening of knowledge pertaining to judicial and legal systems for peacekeeping operations personnel.

IPSTC, as a centre of excellence with the capacity to host this course, has been identified by ZIF as one of its training partners.

The course is tailored to cover a total of twenty one modules as follows:

- Rule of Law in Peacekeeping and United Nations Principles.
- The United Nations Structures and the Criminal Law and Judicial Advisory Service.
- International Law with a special highlight of international human rights.
- Humanitarian, criminal and refugee law.
- Domestic Justice Systems (including civil law; common law, Islamic law).
- Transitional Justice (this covered: prosecutions; truth-seeking mechanisms, reparations, and institutional reforms).
- Diplomatic Skills.
- Mapping and Assessing the Justice System.
- Assisting in the Development of National Justice Strategies and Coordinating Stakeholders.
- Advising Mission Leadership and National Actors.
- Reporting.
- Mobilizing Resources.
- Immediate Effectiveness of the Justice System, Legislative Reform and Constitution-Making.
- Independence and Integrity of the judicial system.
- Legal Education and Professional Training.
- Informal Justice, Gender Justice and Justice for Children.

Role playing

IPSTC hosted this course in a collaborative format in that three partners conducted the course. Recognizing the excellent IPSTC facilities, ZIF have promised to be back to the centre to conduct another series of courses.

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Do you Aspire to Facilitate in IPSTC's Courses?
Lessons from the Rule of Law Course

If you happen to pay the International Peace Support Training Centre (IPSTC) a random visit during one of the training sessions for peacekeepers; you will definitely be convinced that the protracted conflicts experienced in Africa should be a thing of the past! You may be wondering, why this is the case? The well coordinated activities that build into training delivery at IPSTC would remind us of the important role played by each and every unit and personnel (military and civilian) of the centre in supporting regional efforts towards peace and stability. All these efforts are geared to fostering strategic and operational capacity of peacekeepers in the Eastern African region with the aim of preparing them not only to respond to the ever-growing peace and security challenges that bedevil the region but also lay a solid foundation for future diplomatic and political engagements of stakeholders for conflict prevention and management.

Ass. Commissioner of Prisons (Kenya) Madam Olivia Obel Onyango paying attention to one of the participants during the UNDP/JAPAN Rule of Law Course for South Sudan held at IPSTC, 14-25 May 2012.

In order to achieve this noble goal and support continuous development of professional competencies among the peacekeepers, the IPSTC training framework supports three important elements of an effective adult training delivery:

i) Principles of adult learning;
ii) Application of variety of training methodologies; and
iii) Use of audio-visuals during training sessions.

In terms of clientele orientation, it should be noted that most of our clients are established professionals working for government portfolios, military, the police, regional, and international organisations. This could pose both a challenge as well as an opportunity for those aspiring to render their services to IPSTC as facilitators or subject matter experts (SMEs). Indeed, adult learning theorists, Eric Berne and J. Vella emphasize that adult individuals would be happy as learners when the course is delivered as problem-based, experiential and by concretizing examples from variety of life encounters.

So, what does this mean in relation to facilitation? It was the fourth day, Thursday the 17th May 2012 during the Rule of Law (ROL) course for South Sudan that the three aforementioned principles of adult learning elated my mind. As part of our training procedures we conduct reviews and feedback sessions at regular intervals. During this session, participants were asked to reflect on the progress of the training workshop. I and the lead facilitator asked the 24 participants to list down professional and individual attributes that were projected by the facilitators who had been engaged on this course during the Monday, Tuesday, Wednesday and Thursday training sessions. After going through the listed attributes, we coded and established a trend. Based on the trend we distilled the attributes into 5 values that described the professional and individual qualities of the facilitators. The 5 values generated during the review and feedback session were as follows:

- That the themes taught within the four days were very relevant to the Republic of South Sudan;
- Though facilitators encouraged participation during training session, time allocated for each module was inadequate;
- Though most facilitators had mastery of the subject matter, some topics were very technical;
- Question and answer sessions were effective, enjoyable and captivating; and
- All facilitators demonstrated professionalism in their specific subject areas.

The ROL course, for which these attributes were generated, was developed and designed by IPSTC specifically to harmonise an understanding of the principles and frameworks of Rule of Law institutions in the new Republic of South Sudan. The course themes covered areas ranging from institutional dimensions to laws and principles, customary laws, rule of law and post conflict states as well as aspects of alternative dispute resolution mechanisms. Considering these themes, the course objectives and the ex ante feedback from participants, our conclusion hinted at four yard-sticks that might be useful for professionals involved in training adults for peace support operations (PSO):

- Achieving training impact in peace support operations (PSO) requires not only the ability to disseminate knowledge but also a skillful packaging of information to be disseminated;
- While maintaining technical wit is important for any facilitator to provide simplicity of the information being disseminated which is critical for adult learners;
- Whereas generic knowledge is important in setting the pace for the learning process, adult trainers require the ability to develop, design and utilize case studies and scenarios for training; and
- While it is required that any facilitator exposes the learners to as many reading materials as possible, the success of an excellent learning session lies in the ability of the facilitator to diversify approaches and training methodologies including grouping, role playing, and syndicate discussions.

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Improving Performance Through Lessons Learned

The term "Lessons Learned" (LL) is broadly used to describe the act of learning from experience to achieve improvements.

Lessons Learned must not be confused with "control", in military language, that monitors a situation in order to adjust the course of action to match the evolution of the situation – and the enemy – on the ground. Lessons Learned has a more procedural and doctrinal scope that aims at integrating best practices in the various aspects of a system. In that sense, LL is more functional than operational, although it has ultimately an operational impact. In the UN system, the expression "Lessons Learned" has been replaced by the concept of "best practices", which is slightly more restrictive, but shares the same objective.

The generic Lesson Learned (or Learnt) process comprises four main phases:

- **Collection of experience.** Collecting experiences (good practices) from the field is essentially done through regular reporting from the lower tactical level.
- **Analysis.** Identify which element (information or experience) can provide a learning effect, or can be useful to be further studied and shared to improve effectiveness. Analyse if the element can be disseminated or shared as is or does it require additional workout, what are the implications on procedures, equipment and/or command & control.
- **Integration.** Integrating the experience and solutions into existing procedures or doctrine (or generation of new procedure if necessary).
- **Dissemination**. Dissemination of the lessons learned as a matter of urgency or through training processes.

Experience alone does not constitute a lesson, but becomes a lesson after answering the question "So what?" Consequences of experience become then a lesson (or a Lesson Identified – LI).

A LI becomes "learned" (LL), when it has been integrated into doctrine, procedures or practice. In other words, if nothing changes, nothing has been learned. A Lesson Learned is defined as "a change in personal or operational behaviour as a result of experience."

Lessons Learned (LL) process contributes to bridge the gap between generic training and specific needs. LL are especially useful in an operational environment where generic training received prior to engagement may not respond to new situations on the ground. LL process allows exploiting initiative and inventiveness at all levels of the chain of command, thus creating a sense of participation and commitment of all levels in the organisation.

LL is not about monitoring the command line, but works in close interaction with the usual line of command. In a military operational environment, LL provides awareness on best practices related to specific situations or events (i.e. Counter Improvised Explosive Devices, management of child-soldiers, etc.) thus improving operational performance (effectiveness); reducing impact of some threats; increasing efficiency; focusing training; improving long term planning and force development.

Conclusion

Currently, the weakness of training in Eastern Africa is the difficulty to assess relevance of training and its consistency with current operations (i.e. AMISOM). This issue has been identified and IPSTC together with EASFCOM are taking steps to engage it and to adjust cooperation procedures.

Example: Counter IED

Event/Experience	Level	Lesson Learned (examples)
New roadside IED type	Tactical (Company)	Soldiers are trained to identify signs and traces on the ground that may indicate presence of the new IED
	Tactical (Battalion)	Define a new procedure for advancing in dangerous areas. Define new procedures for MEDEVAC
	Upper Tactical (Brigade)	Attach additional medical platoon to each battalion
	Operation or Mission HQ	Issue directive to all contingents on IED reconnaissance procedures and on wear of protective clothing.
	Strategic (National HQ)	Procure new devices for IED detection. Procure additional side armour for softskin vehicles.
	IPSTC	Design and provide training on new patrolling procedures.

Complexities and dynamics of Protection of Civilians (PoC) in Somalia

AMISOM – Facts & Figures

On 19th January 2007, the African Union's Peace and Security Council created the African Union Mission in Somalia (AMISOM) as a regional peacekeeping mission operated by the African Union with the aim of supporting a national reconciliation process. On 20th February 2007, the United Nations Security Council authorized AMISOM through Resolution 1744(2007).

In October 2011, a coordinated operation between the Somali military and the Kenyan military began against the Al-Shabaab group of militants in southern Somalia. The mission was officially being led by the Somali army, with the Kenyan forces providing a support role. On 12th November 2011, the Kenyan government agreed to place its forces under the AMISOM general command, and later announced in March 2012 that it would be sending 5,000 troops to the Mission.

On 30th December 2011, the United Nations Security Council authorized the deployment of AMISOM until 31st October 2012 through Resolution 2010.

In February 2012, after a series of recent successes against al-Shabaab fighters who had previous positions throughout the central and southern areas of the country, the U.N. Security Council increased the authorized strength of AMISOM from 12,000 to 17,731.

Troop deployment

Country	Troops deployed [2012]
Uganda	5,700
Kenya	5,000
Burundi	4,400
Djibouti	300
Nigeria	120
Ghana	9
Sierra Leone	8
Zambia	1
Senegal	1
Cameroun	1
Mali	1
Total	15,541

The protection of civilians in Somalia has been a particularly difficult task having in context the highly protracted conflict and disrupted governance. Two decades of a collapsed state and society did not provide for legitimate avenues for accountability that would ensure that universally accepted rules of human rights, humanitarian law, and IDPs/refugee protection were upheld.

Somalia's volatile security environment has been a permanent challenge to protection of civilians. The initial implosion of the State after the dismissal of the government of Siad Barre in 1990 saw an all out war and confrontations first from the urban front and between multitudes of actors in Somalia. In terms of laws of war, discrimination of civilians as targets in the armed skirmishes was not effected and there were also humanitarian challenges that ensued.

The reaction to this humanitarian crisis lacked the support of Somali authority to enhance the protection of civilians, as the international community intervened with the dispatch of the United Task Force (UNITAF) and later the United Nations Operation in Somalia (UNOSOM). Despite initial success in providing protection to the humanitarian transports and so facilitating access to vulnerable population by organizations, UNITAF/ UNOSOM failed to provide long term solutions, since they were not designed to address the complex post-war environment in Somalia. Compounded by flaws of their mandates and management structures, the operations contributed to western disengagement in Africa. This had a direct impact on the protection of vulnerable civilians in an anarchic Somalia.

The state formation process and dilemmas period started in 2004 when the Transitional Federal Government was formed and a semblance of a State was initiated. Having a shaky support base in Somalia, the TFG was and has been plagued by internal conflicts and power struggles which were further complicated and challenged by the Islamic Courts Union (ICU) which emerged as an effective political force in its early life. However, after initial military successes in 2006, the ICU was defeated by the TFG and its coalition forces and this led to even more militant Islamist groups breaking off from the former ICU structure. This phase once again had an effect on the status of protection of vulnerable civilians. The latter's human security was not a central concern of the weak authorities and custodians of order.

The drought and famine that appeared in 2011-2012, mainly in the Southern and Central parts of the country worsened the precarious humanitarian situation as it was experienced 19 years earlier. The worst hit areas were in Bakool and Lower Shabelle-both in Southern Somalia. It was and is also compounded by the human rights abuses committed by all parties to the armed conflict. Since October 2011 there has been a scale up in military operations in the country, with the intervention of neighbouring armed forces aiming to dislodge the Islamist armed group al-Shabaab. This has caused more displacement, increasing civilians' vulnerability to the humanitarian crisis and brings more arms in a country already awash with weapons, potentially challenging human security.

In areas of Southern and Central Somalia controlled by al-Shabab, forced recruitment of children for the purpose of enlisting them for fighting is reported to be on the rise, partly as a response by the armed group to the military pressure it is facing.

The Al-Shabaab strategy based on stronger reliance on locally based economic production and refusal of external aid, that culminated in October 2011, with the banning of 16 humanitarian organizations from areas under its control, claiming these

organizations lacked neutrality, put local population in front of serious challenges. In Mogadishu, the withdrawal of al-Shabaab in August 2011 and AMISOM's commitment to better control its use of artillery weapons in the city and to record civilian casualties has created hope that the protection of civilians will improve. In parts of the capital continued fighting between the TFG and AMISOM and al-Shabaab with regular explosions and bombings have resulted in civilian casualties. Along with the large flow of people displaced by draught and lack of access to aid into Mogadishu, reports of looting of aid and rapes of women and girls in IDP camps has emerged.

Recent military incursions and scale up in Somalia also has an impact on Somali asylum-seekers. More people have fled because of fighting or fear that fighting or air strikes may occur where they live. The border between Somalia and Kenya, which tens of thousands of Somalis have crossed to find sanctuary over the years is becoming more and more insecure, affecting the ability of Somali nationals to seek asylum and protection. In the Daadab refugee camps in North Eastern Kenya, which hosts close to 500,000 mostly Somali refugees, security has been challenged. Kidnappings have occurred and recent increase in attacks on Kenya security forces in Daadab have restricted aid agencies abilities to provide humanitarian assistance and protection to refugees.

With all these security and humanitarian dilemmas how then might the relevant governing and stabilization actors [both internal and external actors] preserve the protection of civilians in Somalia and across borders? There is need to engage strategically with the observance of distinction between civilians and military target objectives or combatants. This is also extended to target distinction of civilian based resources and objects and military based ones. It is also essential to revisit the practicalities and concepts of international human rights and humanitarian law in terms of capacity enhancement of TFG and AMISOM troops for example. This would ensure that operations are designed and executed in such a way that these rules are adhered to in terms of contact with civilians and treatment thereof.

In terms of the non-refoulement principle, there is need to revisit the spirit and rules of refugee law and protection by Somali's neighbors. It is important for refugees host countries and others to avail assistance to fleeing Somali's especially in this stabilization focus period.

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Lessons Learnt (L2) Seminar from 28 to 31 May 2012

Seminar Participants

The L2 seminar sponsored by the British Peace Support Team (BPST) was conducted successfully at the IPSTC from 28 to 31 May this year. The aim of the seminar was to provide an understanding of the L2 process , its application and how it can be used to inform doctrine and training , thus enhancing operations capabilities.

Majority of the participants were drawn from the African Union Mission in Somalia (AMISOM) Troop Contributing countries (TCCs) and a small number from other East African Community (EAC) member states.

During the closing ceremony, the participants appreciated their stay at IPSTC and noted the L2 process' usefulness in managing different resources in a mission. From Best Practices illustrations and experiences different operational, tactical and strategic inputs could be well improved in peace support mission work and roles.

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Key Events and Visits during the 2nd Quarter of 2012

Brigadier General Kurtz of the Djibouti French Forces waters his newly planted tree on his visit to the IPSTC on 12 June 2012.

Chief of Staff JB Beaudoux welcomes Paul Baker, the new incoming delegate, to the International Committee of the Red Cross with his predecessor, Andrew Bell also in attendance.

Brigadier Kibochi conducts his last meeting of the Joint Control Board on 26 April 2012.

Defense Attaches in a meeting and briefing in the IPSTC conference room learn more about collaborative activities at the school on 27 June 2012.

Col Ikiara speaks with Yukiko Ishii, Representative JCCP during the opening of the Rule of Law course 14 May 2012.

The Team Leader of GIZ/EASFCOM Mr Ludwig Kirchner and Mr Kioi Mbugua of the PSRD-IPSTC participating in the writing board on 'governance, diplomacy, peace and security' on 28th June 2012.

Brigadier Kabage addresses the entire IPSTC staff at his Baraza at the HPSS conference hall on 8 June 2012.

Col Matthew Straker, the Deputy J5 from the Combined Joint Task Force-Horn of Africa walks with Col Ikiara, the PCSS commandant, as he starts a tour of the IPSTC facilities on 19 June 2012.

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Brigadier Kibochi gives a tour of the IPSTC facilities to Brigadier General Rashid from the National Defense University of Pakistan on 10 April 2012.

Lt Col Etherington of the British Peace Support Team discusses the class with Col Ruhesi of the Ugandan Peoples Defense Force, during a break of the Lessons learned seminar hosted at PCSS on 28 May 2012.

Col Nguku, welcomes the German Ambassador, The Honourable Margit Hellwig-Boette during the opening of the ZIF sponsored, Rule of Law course, on 29 April 2012.

The Ambassador of Slovakia, Michal Mlynar discusses opportunities with the IPSTC Director, Brigadier Kibochi during his visit to the IPSTC on 9 March 2012.

ICRC Weapon Contamination Course

The Crater from an explosion of five anti-vehicle mines in Stony Athi Demolition Range.

IPSTC has a strong relationship with the International Committee of the Red Cross (ICRC). This collaboration entails providing subject matter experts from the committee to present lessons on international humanitarian law to various courses such as MILOB and Contingent Pre-deployment training; as well as HPSS hosting ICRC to conduct their staff courses. HPSS hosted ICRC Weapon Contamination Course from 7th to 11th May 2012.

The aim of the course was to strengthen the overall capacity of participants to effectively analyze, assess, manage and implement Weapon Contamination activities. At the end of the course, participants had developed the abilities to:

- Understand how the ICRC analyses the weapon contamination environment and develops strategies and activities to reduce the impact of weapon contamination; on civilians and on staff.
- Recognize characteristics of different types of ordnance, how they are used (linked to the conduct of hostilities), why different ordnance pose different levels of threat to people and the typical patterns of physical, social and economic impact;
- Understand the global and typical national mine action environment, including the key actors, their relationship to ICRC, coordination structures and tools;
- Understand why and when the ICRC should become involved in weapon contamination programming, and when to withdraw.
- Understand the mechanism for deploying the ICRC clearance capacity, what this is capable of doing and likely scenarios for deployment.
- Carry out needs assessments, planning and implementation of field activities appropriate to each context;
- Understand the legal environment applicable to mines, explosive remnants of war and weapon use in general;
- Master the basics of a mine/explosive remnants of war safety training.

The course involved class lectures, field exercises and the climax was range demolition at Stony Athi Demolition Range. The HPSS supported the course by providing their expert instructors to assist in field exercises as well as plan and conduct their range demolitions. This particular course gave HPSS Mine Action and Instructors the opportunity to gain more experiences in the conduct of Field exercises and riskreduction in mine related activities.

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Kenbatt 21 Pre-Deployment Training

Professionalism in Peace Support Operations (PSO)

Humanitarian Peace Support School (HPSS) was honoured once again to conduct pre-deployment training for KENBATT 21, which is scheduled for deployment to South Sudan in September 2012 under UNMISS. The course was officially launched on 18, June 2012 by Brig Kimanzi, Commander Arty Brigade, on behalf of MaJ Gen Rono, GOC WESTCOM. The course's objective was to prepare the command elements of KENBATT 21 to undertake military duties as peacekeepers in an effective, professional and integrated manner in the current dynamic peace operations environment. The course was sponsored jointly by the Kenyan Government and the British Government through the British Peace Support Team-East Africa (BPST-EA) based at Karen.

Awarding of certificates to the participants during the closing ceremony by the Chief guest, The Director IPSTC, Brig. Kabage

The course had 40 officers belonging to KENBATT 21 but drawn from the three services of the Kenya Defence Forces (KDF) - (Army, Air Force and the Navy). The course had also a good mix of both genders. In contemporary peace operations practice, it is a mandatory requirement for UN troops contributing countries to ensure all national military officers nominated for peacekeeping missions are subjected to pre-deployment training in order to develop their capacity and competence. One cannot perform UN duties as a contingent or staff officer effectively if he/she lacks basic knowledge on human rights, child protection, cultural issues, the UN code of conduct, international law relevant to peacekeeping, basic principles of peacekeeping, mine awareness/ counter IEDs and, above all, stress management. It was on this basis that the officers were brought to HPSS to undertake the pre-deployment training.

The course was directed by Lt Col Emathe and coordinated by Captain Mutabari. We had also resource persons from KDF, retired officers, led by Lt Col (Rtd) Kiriago, UN, EASFCOM, Kenya Police and international non-governmental organisations like IRC, UNHCR and OCHA.

The closing ceremony was conducted by the Director IPSTC, Brig Kabage, who urged the participants to maintain good discipline, take care of themselves and not to forget their families. He also reminded them that they will be the Kenyan ambassadors of peace in South Sudan and thus they had to maintain the good image of our Nation. The Director also appreciated the good work done by the sponsors and facilitators.

Lt Col C Orina
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GROUP PHOTO DURING THE OPENING CEREMONY CONDUCTED BY BRIG KIMANZI

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

Course Photo after the opening ceremony

The IPSTC was honoured to host The Youth for Change and Gender course at the Humanitarian Peace Support School (HPSS) Embakasi from 24th to 30th June, 2012. This course was run by the Norwegian Defence International Training Centre (NODEFIC) in cooperation with Inter-Agency Working Group (IAWG) on DDR. NODEFIC was responsible for the practical and logistical arrangements of the training while the resources for the course were made available by the Norwegian Ministry of Foreign Affairs.

The course consisted of 25 participants and 18 facilitators. The target audience consisted of staff members of Youth for Change programme and implementing partners, as well as members of Eastern Africa Standby Force Coordination Mechanism (EASFCOM), as part of a Nordic Defence Cooperation agreement.

Participants from the United Nations Political Office for Somalia (UNPOS) and the Department of Peacekeeping Operations (DPKO), as well as from the African Union Mission in Somalia (AMISOM) also participated in the course. NODEFIC invited resource persons to facilitate the course.

The general objectives of the course were to:

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

The course was implemented over a period of 5 days with a special focus on training the participants as trainers. The course was based on the guidance of the Integrated Disarmament, Demobilization and Reintegration Standards' (IDDRS) and Community Security frameworks. International lessons learned and best practices were reflected on through using case studies from other countries. The course delivery mainly consisted of presentations, discussions and practical exercises in groups and in plenary. Participants took an active role during the course and shared their knowledge and experiences during group works and discussions. In order to strengthen the training of trainers' component of the course and build the capacity of Youth for Change, the programme appointed 3 local co-trainers who worked closely with international counterparts. These local resource persons will be able to facilitate future training programmes in Somalia.

Participants in a group discussion

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Enhancing human safety through stockpile management

Physical Security and Stockpile Management Seminar (PSSM)

HPSS had the honour of hosting the first seminar on Physical Security and Stockpile Management (PSSM) that was sponsored by The Federal Republic of Germany from 25th-29th June 2012 and officially opened by the Germany Defence attaché Lt Col Herbert Probss.

The aim of PSSM seminar was to reduce the threat posed by aging or unstable ammunition stockpiles, reduce the threat of illicit proliferation of Small Arms and Light Weapons (SALW), reduce the threat of accidental explosions which inevitably lead to humanitarian disasters and ensure Best Practice Guidelines on handling, storage and disposal of munitions.

The munitions can sometimes explode, causing humanitarian disasters that serve as major public-safety hazards in populated areas, as well as creating an environmental threat. The world has observed stockpiles detonate, at times due to poor handling practices, causing large numbers of casualties and significant damage that has displaced many civilians.

Facilitators were drawn from the Regional centre for Small Arms (RECSA)-based in Nairobi, the Small Arms Survey (SAS)-based in Switzerland and the Multi National Small Arms and Ammunition Group (MSG) and were headed by the Course Director Lt Col Stefan Gundlach from the Bunderswehr. The objective of the seminar was to equip the participants with knowledge on:

a) Enhancing capacity on PSSM through training.
b) Exchanging ideas on best practices regarding Small Arms and Light Weapons and Conventional Ammunition (SALW/CA).
c) Improvement on the safety, storage and security of existing stockpiles.

The target audience for the course was excellent with most participants being key persons in their countries with responsibilities directly related to procurement, storage and issuance of arms and munitions and were selected from several countries in Africa distributed as follows:

a) South Sudan -5
b) Kenya -3 *(2 military,1 police)*
c) UNMISS -2
d) Uganda -2
e) Tanzania -2
f) Zimbabwe -1
g) Malawi -1
h) Botswana -1

PSSM participants in syndicate discussion.

The seminar revealed that the threat posed by unstable and aging stockpiles, not forgetting the danger of mishandling ammunition, has led to catastrophic incidents. It cited recent examples in Africa, where 280 people were killed and many more were injured and displaced when a stockpile exploded in Congo on 4th March 2012;on Dec 11th 2011 in Libya 10 people died and on 16th Feb 11, 32 people died in Tanzania. There are many more examples in other parts of the world, especially in the Balkans where massive but aging stockpiles from the post cold war era still exist.

For African nations in conflict situations who end up buying munitions from such stockpiles, the danger is even more lethal given that such nations lack the resources to develop infrastructure for storage and the technical expertise to address the safety and security matters pertaining to munitions.

In conclusion, PSSM is a national responsibility that must be addressed by actors, stakeholders or the responsible authority from the local level expanding outwards to the regional and global sphere. To help prevent illicit proliferation and accidental explosion, governments must maintain high standards of security and management for state-controlled stockpiles of small arms/light weapons and related ammunition. Governments must also see PSSM as an ongoing effort that requires frequent monitoring, regular training of qualified experts, and long-term planning for important aspects like infrastructure and resources. Implementing such standards helps ensure security, enhance stability and enable prosperity.

Lt Col Orina (COMDT HPSS) With Lt Col Herbert Probss (Germany DA)

Captain Salim Wamukoya,
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"Life fitness" through *"physical fitness":* the HPSS fun run

''Physical fitness is not only one of the most important keys to a healthy body but is also the basis of dynamic and creative intellectual activity."
- J.F. Kennedy (Former USA President)

On 10 July this year the International Peace Support Training Centre (IPSTC)) fraternity held a morning run at the Humanitarian Peace Support School (HPSS).The morning run, dubbed 'Fun Run', was designed to promote unit cohesion and individual physical fitness. The Director IPSTC, Commandant HPSS and the Chief of Staff led a team of officers from IPSTC HQ, HPSS Staff (Civilians and Military) and Disaster Response Unit (DRU)personnel in a five Kilometre run characterised by song, ululations and fun before crowning it with a 30-minute aerobic session. The Director and the commandant set the pace, alongside Lt Col Jean-Benoit Beaudoux, Private Maheli, Civilian Kimani and the School RSM. The end point of the run was the parking lot next to Chui House that served as the aerobic stage where Victor Orwa, the Gym instructor, took the team through the latest aerobics moves.

The goal of the weekly morning programme at IPSTC is to develop soldiers who are physically capable and ready to perform their daily tasks vigorously and alertly, with energy assigned also for enjoying leisure-time activities and meeting emergency demands. The secondary goals of the weekly morning run programme are to: instill confidence and the will to win; develop teamwork and unit cohesion; and integrate aggressiveness, resourcefulness and resilience. The programme brings soldiers and the civilian staff to a state of physical readiness through a systematic programme of drills, aerobics and activities specifically designed to enhance performance and seeks to attain the development of all soldiers' and the civilians' physical attributes to the fullest extent of their potential.

The benefits of physical fitness training are not just physical but are also emotional, mental and spiritual.

In essence, some of the benefits of physical fitness training include:

- Reduction of risk of heart and lung problems.
- Control of high blood pressure and high blood sugar.
- Control of blood cholesterol.
- Reduction of the threat of stroke.
- Prevention of diabetes Type II.
- Reduction of mental anxiety and depression
- Loss of weight.
- Maintenance of body weight(BMI Compliant).
- Improvement of the self image of the person.

While these are only some of the benefits, the importance of physical activity in daily life is more than this. A fit body is generally accompanied with a happy and satisfied state of the mind.

Currently , a physically fit body, free from all kinds of ailments, is believed to be one of the most important assets that a human being can possess. We should endeavour as an institution to continuously conduct physicals exercise either through morning runs, football competitions or gym training to maintain a mentally and physically fit body.

We all need to be mentally and physically fit and the weekly morning run has the added bonus of building unit cohesion and camaraderie. It is a team effort and that's what it is supposed to be, besides that, it is fun.

"Those who do not find time for exercise will have to find time for illness." **- Earl of Derby**

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ACOTA AMISOM Training

The African Contingency Operations Training and Assistance (ACOTA) Program is the brainchild of the US Department of State. Its objective is to harness the experience of former and current military personnel from the United States to train African partners on staff processes in the combat environment. This course was specifically designed to teach the Military Decision Making Process (MDMP) to partner nations on the African continent. The specific target audience was for those countries participating in the African Mission to Somalia Mission (AMISOM). This project is jointly directed and sponsored by the US Department of State using US Soldiers and contractor experts with vast experience teaching all over the continent of Africa in the training environment.

The course brought in experts from varied backgrounds in Africa. Soldiers from Combined Joint Task Force-Horn of Africa (CJTF-HOA) along with experts in special operations, counter terrorism, and counter improvised explosive device aspects were in attendance at this month long course. There have been two iterations of the course with a third to come in August. The course from 2-27 April 2012 had attendees from Burundi (15), Djibouti (2), Sierra Leone (5), Kenya (3) and Uganda (15). The 4-29 June course had participants from Sierra Leone (5), Uganda (11), Kenya (9), and Burundi (10).

This course is also set to promote the social aspects of military service as students are encouraged to get to know one another and there were social activities planned to enhance this experience. This interaction is enhanced by getting officers from nations who may have never spoken to one another before, in a setting where they can share experiences and learn from one another first hand. The IPSTC provides an environment that encourages socializing and the course gives assignments which students often tackle together in order to meet the course requirements.

The course covers four weeks. The students are exposed to Operations Orders, Civil Military Operations, Rules of Engagement, Intelligence Operations and fundamentals, Information Operations, AMISOM command relationships, protection of civilians, urban operations, counter improvised explosive device awareness and staff operations processes. This activity culminates in the presentation of an operations order and a five day command post exercise where students demonstrate and apply what they have learned in a controlled environment ,with their military and contractor mentors assisting where possible. While the course is primarily taught in English, French translators were provided so that students' whose first language is not English can fully understand the course content and participate actively.

The course provided a healthy mix of lecture and hands on activities, in addition to having several guest speakers making presentations on specific topics. Several of the students will deploy to the AMISOM mission upon completion of this course and have a chance to immediately utilize their new found skills. While this course is based on an American military process, students can take away a process which is often duplicated in other environments. Being exposed to a staff process and all its intricacies translates well to the multinational environment that is the makeup of the AMISOM headquarters.

From a student's perspective (COL Kenneth Muheire)

The African Contingency Operations Training and Assistance (ACOTA) Program

ACOTA is a Program of the Bureau of African Affairs within the US State Department. It was established in 1997 to enhance African capacities to participate in multinational peace support operations (PSO). The ACOTA Program Office (APO) manages the program and policies in collaboration with the Secretary of Defence. ACOTA provides field training for African peacekeepers plus staff training and exercises for battalion, brigade, and multinational force headquarters personnel. It also provides equipment for African PSO trainers and peacekeepers.

The decision by a partner nation to deploy troops is a sovereign national prerogative.

A partner's participation in a PSO falls under a mandate from the United Nations (UN), the African Union (AU), or a regional organization such as the Economic Community of West African States (ECOWAS). As an international partner, ACOTA seeks to complement and support other national and bilateral peacekeeping training efforts, welcoming their participation in training events.

The ACOTA training program is based on UN-approved training standards. Typical training packages include PSO command and staff operations skills, PSO command post exercises and PSO soldier skills field training. A keystone of the ACOTA program is that all training and equipping is tailored to match an individual partner's needs and capabilities. Training includes extensive "train-the-trainer" activities to establish an enduring PSO training capacity in each partner nation.

Project sustainability through financial m

Project sustainability is the ability of a project to optimize all of its resources and capabilities to achieve its mission, objectives and serve its stakeholders over time. Many people equate project sustainability with its financial strength, but financial sustainability alone is insufficient overtime. While financial sustainability is critical, a broad range of organizational, technical and human capacities should also be developed. If these are not developed, ultimately, the lack of good management or technical capacity prevents the organization from generating revenue or attracting funding. Financial sustainability can be gauged by the projects net income, liquidity and solvency.

Organizational sustainability is the ability of the project to secure and manage sufficient resources to enable it fulfil its mission effectively and consistently overtime without excessive dependence on any single funding source so as to maintain and build its capacity. Sustainability ensures that the services provided continue long after the original or primary funding is withdrawn. Therefore efforts focus on maintaining and improving the provision, quality and impact of services. Four financial management pillars that contribute towards project sustainability are:

- Strategic and financial planning
- Income diversification
- Sound administration and strategic finance processes and procedures
- Own income generation (an endowment plan)

Strategic planning is the mechanism that helps in clarifying the project's mission and objectives, as well as prioritizes the actions needed to accomplish them. This pillar takes into account the resources available to implement the chosen strategies and the projects capacity to obtain new resources. This pillar further assists the project to plan for longer range objectives than just focusing on day - to - day management issues. A financial plan is executed and consists of projected expenditures and the project's potential to generate the income to cover these expenditures. The financial plan determines if the project has sufficient resources available in the medium term to meet the objectives described in the strategic plan.

Diversification of income is critical for a project to be sustainable. This refers to not only diversifying internal income generation but also on the number of income sources that provide main funding income. This is important as a project would be extremely vulnerable if a large portion of its budget depends on only a few main sources as any change in the base could result to major crisis.

Knowing how to manage resources is as critical to achieving project financial sustainability as knowing how to generate income. To do so, efficient administration and finance processes and procedures have to be in place as these assist to:

- Utilize resources in the best way,
- Ensure transparency,
- Anticipate financial needs,
- Generate income through financial management of available assets,
- Record the project's transactions to enable visualisation of the project as a whole and the preparation of financial statements for decision making purposes.

Own income generation facilitates a project to generate unrestricted income which is not subject to restriction by any external party. This can be done though various ways, for instance: contributions to a reserve fund from an approved indirect cost overhead which is added to the cost of all external project income sources with interest earned on such reserve fund being used on operations; fundraising from individuals, corporations, agencies willing to make contributions to support the project through, say, non cash assistance (hire of staff, contribution of equipment, computers etc), increase of equity through building infrastructure, or contribution of unrestricted funds; sale of goods/services, say, offering professional consulting services in the project's particular field of technical expertise, and; strategic management of own assets in order to maximise their financial potential, for example renting out of property not being used, investment of bank balances in interest-earning accounts until when needed, and sale of unused assets.

Project financial management is a process which brings together planning, budgeting, accounting, financial reporting, internal control, auditing, procurement, disbursement and the physical performance of the project with the aim of managing project resources properly and achieving the project's sustainability objectives. Its key tasks are planning, budgeting and controlling the use of financial resources as well as keeping records of financial transactions.

Financial planning is about the future use of financial resources and where these will come from and is linked to the project's short, middle and long term objectives. Budgeting is a financial planning process which is used, for example, to develop a forecast of income and expenses of the project based on strategic and

nanagement

operational objectives and enables the project to monitor actual versus plan, provide information about how money will be spent for the different planned activities, to what extent these activities are expected to be funded and the sources as well as the cash flows.

Good financial control is achieved through having among things, the following: a good book-keeping system in place that provides relevant, correct, understandable, complete, consistent and up-to-date information and fulfils the expectations or requirements of the outside environment (e.g. auditors, funders, legal authorities); delegated authority with clear rules whereby staff members know and adhere to all the rules, policies and procedures; insurance for offices, buildings and vehicles; a register of fixed assets; timely reports that show actual data vs. budget data, analyzing deviations between budget and actual; internal and external audits; work plans that schedule key tasks within financial management (e.g. reporting, budgeting, reviews) and document deadlines, and; the availability of competent finance staff.

Financial management contributes to project sustainability through the planning and monitoring of income structure and sources with the target of having a balanced income structure (number and type of sources, size of contribution of each source to income) and ensuring reliable sources of income and sources of income without restrictions attached. It also provides information that funding is used as required, spending is kept within the limits set by the budget and cash flows are adequate to pay bills on time. It ensures that assets are not at risk of theft, provides accountability to external partners thus gaining respect and trust, meet legal obligations and manage risks that could endanger the project's existence.

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Integration of Information and Communication Technology in IPSTC

Despite rapid developments in computer technology, remote sensors, aerial imagery, and communications since the end of the Cold War, the potential of information technology (IT) in peace support operations remains largely untapped. For this reason, IPSTC understands it must field and refine existing IT in peace support operations while pushing for new and effective IT programmes tailored to the PSO environment. Thus taking a leadership role in developing strategy and policy for IT applications in peace operations, technologies can help promote unity of effort, ensure mission credibility and legitimacy, and save manpower and funds by improving communication and training of potential actors in these complex operations as well as to assist in overall mission accomplishment.

IPSTC recognises the vital role ICT plays in training as can be seen in the provision of wireless facilities in the whole compound, including at the accommodation block, syndicate rooms and conference halls. Today training is not only provided in the conference halls but it can also be provided through simulation and streaming of files from the local server or from the internet.

Our ICT facility enables trainees to access training materials and to research on the internet.

ICT has helped develop the centre in the following core ways:

1. Sharing of information
Information sharing is essential to establishing and maintaining an atmosphere of cooperation among PSO actors in the area as they begin to coordinate their respective activities. Information sharing is at the heart of unity of effort and is used as a tool to train soldiers, police, and civilians to manage language and culture gaps. Information technology can also help shorten time and distance and expedite relationship building. (The centre is soon assigning one data server for training purposes).

2. Enhanced training
Military training exercises for multinational and allied operations traditionally involve costly deployments to conduct training at a common location. The inherent characteristics of peace support operations—international response from multiple agencies and organisations—means that traditional training can be costly in terms of both time and funds. Military, police, and civilians participating in peace support operations can utilise the same information technologies and techniques that are employed to share information among them to support cost-effective, integrated predeployment training and it's for this reason IPSTC has combined the use of computers, telecommunications infrastructure, and video-teleconferencing equipment for effective interface for global distance education programmes.

3. Enhance the research centre
For any institution to advance it must have a research facility. IPSTC has deployed the use of ICT to enhance research programmes by having a dedicated server that runs or hosts the organisation's data base that contains the website, computer simulations, and vital data training materials.

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IPSTC Third Quarter Events Calendar

S/No	Event	Description	Target Audience
1.	UNDP Safe and Secure Approach To Field Environment (SSAFE) 9th – 12th July 2012	4 day event funded by UNDP	UN staff being deployed to Mission
2.	UNDP Safe and Secure Approach To Field Environment (SSAFE) 16th – 18th July 2012	3 day event funded by UNDP	UN staff being deployed to Mission
3.	UNDP Safe and Secure Approach to Field Environment (SSAFE) 23rd -26TH July 2012	4 day event funded by UNDP	UN Staff being deployed to Mission
4.	UNDP/ Japan Disaster Management 30th July– 10th August 2012	2 week event funded by UNDP/ Japan	Multi-dimensional staff being deployed to Mission
5.	UNDP Safe and Secure Approach to Field Environment (SSAFE) 6th – 9th August 2012	4 day event funded by UNDP	UN staff being deployed to Mission
6.	Personal Safety and Security Red R UK 13th – 17th August 2012	5 day event	Staff being deployed to Mission
7.	Emergency Trauma Bag (ETB) 24th August	1 day event	Personnel deployed/ to be deployed in disaster and conflict zones, Missions
8.	UNDP Safe and Secure Approach to Field Environment (SSAFE) 27th – 30th August 2012	4 day event funded by UNDP	UN staff being deployed to Mission
9.	UNDP/ Safe and Secure Approach To Field Environment (SSAFE) 3rd – 6th September 2012	4 day event funded by UNDP	UN staff being deployed to Mission
10.	UN Police Officer Course (UNPOC) 3rd – 14th September 2012	A 12 day course funded by the EU	Policing component of a Mission
11.	UNDP Safe and Secure Approach To Field Environment (SSAFE) 17th – 20th September 2012	A 4 day event funded by UNDP	UN staff being deployed to Mission
12.	Civilian Military Disaster Management Course, CDHAM 17th – 28th September 2012	A 12 day event	Multi-dimensional staff deployed to Mission
13.	Personal Safety and Security Red R UK 24th – 28th September 2012	A 5 day event	Staff being deployed to Mission

Peace and Conflict Studies School (PCSS)

14.	Protection of Civilians (PoC) Course 2nd – 13th July 2012	12 days (fund: EU)	Staff to be deployed to Missions
15.	African Regional Exclusive Economic Zone Course (EEZ) 15th – 21st July 2012	A 7 days course funded by the UK	Naval and Military components
16.	AMISOM Project Management course 10th – 12th July 2012	A 3 days course	AMISOM multi-dimensional staff
17.	AMISOM Logistics Course 23rd July – 3rd August 2012	A 2 week course funded by the UK	AMISOM staff
18.	Security Sector Reform (SSR) Course 23rd July – 3rd August 2012	A 3 day event funded by Japan	Staff involved in SSR in Sudan
19.	AMISOM Force Headquarters' Training 6th – 31st August 2012	1 month course funded by ACOTA	AMISOM staff
20.	Protection of Civilians (PoC) Course 3rd – 14th September 2012	A 12 day course funded by the EU	Multi-dimensional staff deployed to Mission and officials from RSS
21.	Rule of Law Course 3rd – 14th September 2012	A 12 day course funded by the EU	Multi-dimensional staff deployed to Mission and officials from RSS
22.	Integrated Crisis Management Course (ICM) FINCENT 16th – 21st September 2012	A 1 week course	Staff deployed to Mission
23.	AMISOM Logistics Course 24th September– 5th October 2012	A 10 day course sponsored by the UK	AMISOM staff
24.	Symposium 28th September 2012.	A 1 day event	

Peace and Security Research Department (PSRD)

25.	Development and completion of research agenda proposals and literature reviews on South Sudan July 2012	UNDP/ Japan funded research work within the IPSTC Research Agenda 2012 framework.	South Sudan
26.	Logistical preparations for South Sudan studies field work July 2012	Funded by UNDP/Japan for IPSTC Research Agenda 2012 work	South Sudan
27.	Field work in South Sudan-Central Equatoria State, Eastern Equatoria State & Western Equatoria State. 1st – 12th August 2012	A two week field-research work exercise funded by UNDP/Japan for IPSTC Research Agenda 2012.	South Sudan
28.	Symposium on South Sudan prospects for peace and security-Post Referendum 28th September 2012.	A one day event funded by UNDP/ Japan for IPSTC Research Agenda 2012	Different participants working on regional peace and security-think tanks, diplomatic missions, IGOs, NGOs and institutions of higher learning.

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