

# PEACE BUILDERS NEWS



A QUARTERLY NEWSLETTER OF THE INTERNATIONAL PEACE SUPPORT TRAINING CENTRE

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## Enhancing Peace Support Operations through Research



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COVER PICTURES: Maria-Threase Keating UNDP Country Director cuts the tape to officially open the Research Agenda workshop and launch publications at IPSTC on 29th April 2013.

## Enhancing Peace Support Operations through Research



I welcome you to the second quarter issue of the IPSTC 2013 Peace Builders newsletter. The second quarter was a period full of activities for the Centre. So far, a total of 22 courses have been conducted at our two training platforms, the Humanitarian Peace Support School (HPSS) and the Peace and Conflict Studies School.

This quarter's newsletter highlights key activities of the Peace and Security Research Department (PSRD) that form an important part of our training and education framework. The department has hosted two important workshops this year, the first being a research agenda forum in February addressing the first part of the 2013 research agenda covering the whole Eastern Africa region.

The second was held on 29th of April and was convened to discuss the second part of this year's agenda that pays special attention to Somalia. The workshops allowed IPSTC researchers, policy makers, practitioners and academia to work closely to understand specific regional peace and security needs and ensure relevance of topics proposed for





*UNDP Country Director  
Ms Maria-Threase  
Keating going through  
the IPSTC Research  
Products after official  
launching of the same*

research in 2013. Additionally the sessions provided room for discussion between the IPSTC research team and the participants which generated ideas and recommendations for improvement of this year's research agenda. The two parts of the research agenda will be reviewed to incorporate the views of the workshop experts before the researchers embark on actualizing the document.

During the second workshop the UNDP Country Director, Ms Maria-Threase Keating, launched the 2012 research publications for dissemination and implementation. The Curriculum Design and Development arm of the PSRD has in this quarter also gone further in working towards the realisation of the agenda by convening writing boards

to customize three courses for Somalia. These courses are in the areas of Small Arms and Light Weapons, Protection of Civilians and Human Rights. The courses will be delivered by our two schools to predominantly Somali audiences later in the year.

The Peace and Security Research department plays a central role in ensuring that IPSTC courses are relevant, realistic and meet the United Nations and African Union Standards. Our research activities also contribute to current peace and security knowledge and endeavour to inform practitioners and policy makers on best practices in all areas of peace and security.

The work our research department has done so far can be accessed through attending

courses here at the Centre or by reading our publications on the IPSTC website. [www.ipstc.org/downloads.aspx](http://www.ipstc.org/downloads.aspx)

I would like to thank our research partners and friends who have supported the research agenda over the years, the most instrumental being the government of Japan through the UNDP. I hope that they will continue working with us in fulfilling the noble cause of enhancing peace Support operations through research.

**Brigadier Kabage**  
**Director**  
**IPSTC**

# Peace and Security Research Department (PSRD) at IPSTC



The challenges in managing conflicts on the African continent led the Africa Union (AU) to establish the African Peace and Security Architecture (APSA) in 2002; the framework for strengthening the capacities of African countries to carry out Peace Support Operations (PSO). The APSA framework includes the development of a multidimensional African Standby Force (ASF), composed of five regional components. The Eastern Africa Standby Force (EASF) is one of the five regional components of ASF.

The APSA structure calls for; civilian, police and military personnel who are competent in PSO and a Training Centre of Excellence in each region. It provides for research

and training, focusing on capacity building in all aspects of PSO. The International Peace Support Training Centre (IPSTC) is the Centre of Excellence (CoE) in the Eastern Africa Region in research, training and education focusing on capacity building in all aspects of PSO at the strategic, operational and tactical levels, within the framework of APSA. Within IPSTC, the Peace and Security Research Department (PSRD), continues to enable the centre to remain as a CoE within the Eastern Africa by undertaking research and designing training curricula to support peace operations, and to contribute to the debate towards the enhancement of regional peace and security. The department ensures that the IPSTC programs and curricula are closely aligned to the requirements of the EASF and ASF. Over the years, IPSTC has actively assisted in building capacity for the African Union Peace and Security Architecture.

The theme of this Newsletter, ***Enhancing Peace Support Operations through Research***, captures a broad spectrum of peace and security issues currently affecting the Eastern Africa region and Somalia. It focuses on key research and curriculum design activities that PSRD intends to complete by the end of the

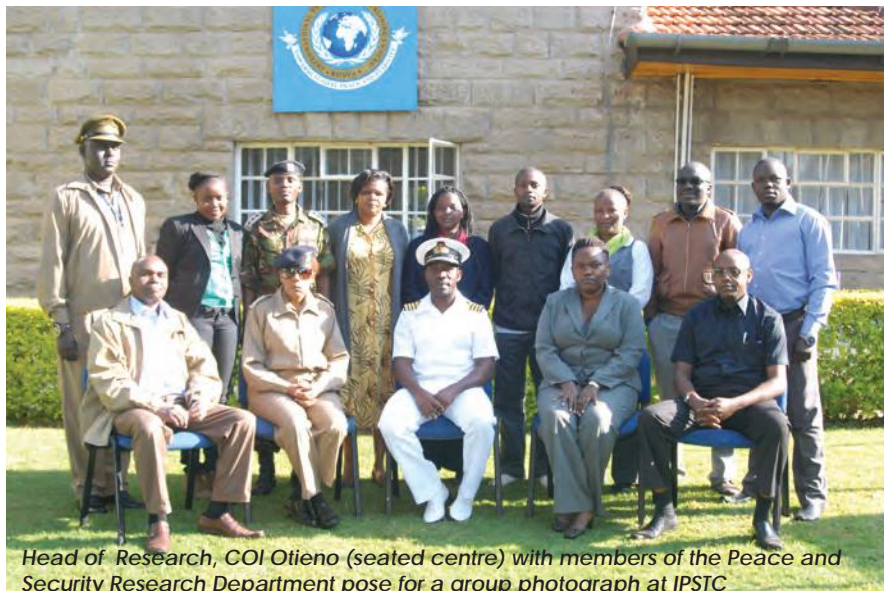
year. These include; developing PSRD Research Agenda for 2013, conducting field research in six different topics, publishing six occasional papers, eight issue briefs and four newsletters, convening four workshops and two symposiums, developing eight learning plans and six facilitator guides, sending evaluation and training needs assessment team to organizations and field missions in the Eastern Africa Region, setting up mobile training teams and reviewing IPSTC training curriculum, among others.

So far; the PSRD Research Agenda for 2013 has been developed, two field research activities have been conducted, one issue brief and two newsletters have been published, two workshops have been convened, six learning plans and four facilitator guides have been developed, an evaluation and training needs assessment team has been sent to organizations and field missions in the Republic of South Sudan, a mobile training team has been set up and review of IPSTC training curriculum is in progress.

In line with IPSTC strategic objective, PSRD plans to expand its research capacity, enhance consistency with customer needs, expand the library (alongside establishing e-library) and develop updated and relevant training curricula.

It is worth noting that this department has so far been funded by two committed donors, the Government of Japan through the United Nations Development Programme (UNDP) and the European Union. The funding has enabled the department to undertake research all over the region; in the Democratic Republic of Congo, South Sudan, Uganda, Burundi, Kenya, Tanzania and soon in Somalia.

**Col P O Otieno**  
**Head of Research (PSRD)**



Head of Research, COI Otieno (seated centre) with members of the Peace and Security Research Department pose for a group photograph at IPSTC



# Applied Research at IPSTC

Eastern Africa is a region comprised of diverse states with different development potential and peace and security problems. In the area of peace and security, the region has had and continues to have its share of challenges. The International Peace Support Training Centre (IPSTC) focuses on the enhancement of international peace and security in this region and therefore has to clearly understand the environment within which it intends to make an impact.

The Applied research sub-department has been very useful in grounding the Centre's knowledge base and its ability to keep abreast with issues arising in the domain of peacekeeping. Applied research at the Centre seeks to solve practical problems related to peace support operations and regional peace and security. The studies undertaken by this sub-department offer conceptual, methodological and empirical papers addressing pertinent social, political and economic



*Head of Applied Research, Lt Col Sitienei (centre) with Members of the department*

issues in Eastern Africa that contribute to instability and how they can be overcome. The studies aim to guide decision making at national, regional and organizational levels. Our studies also examine the processes and outcomes of peace interventions with a view to recommending best practices where necessary and eventually incorporating them in training.

The Applied Research section hosts a wide range

of conferences and events to further applied research opportunities and findings among stake holders in peace and security community within the region like the academia, regional organizations, member states of EASF, international and national organizations and the diplomatic corps. The department generates recommendations to improve operations, strategies, and policies in peace and security stabilization.

IPSTC understands that if applied research is to serve as a tool for solving peace and security problems in the region, researchers, policy makers and practitioners must work more closely together. It is important that the peace and security community take advantage of this resource so that they can utilize this unique research capability to discuss strategies such as training, policy and best practices in the field of peace support operations.

**Lt Col J Sitienei**  
Head of Applied Research (PSRD)

*Lt Col Sitienei briefing the UNDP Country Director Ms Maria-Threase Keating*



# Tracing the Source of Insecurity in the Great Lakes Region

Two researchers from IPTSC conducted successful research in the Eastern Democratic Republic of Congo, Burundi, Rwanda and Uganda. The topics for research were; Cross border Insecurity in Eastern Africa; Case of the Eastern Democratic of Congo, conducted by Joseph Kioi Mbugua and Reintegration of Child Soldiers In the Democratic Republic of Congo, conducted by Donatien Nduwimana.

As a Kenyan who had never been to the region before, I was amazed by the similarity of the topography and societal configuration between Rwanda and Burundi. The ground is hilly and rugged perhaps pointing to unsettled events in the past. The hills are well cultivated and covered with Banana plantations and gives an aura of a food secure peasantry. The active volcano Nyiragongo stands majestically barely 10 Kms from Goma town. The lava of previous eruptions dots the once paved roads of Goma. Nyiragongo has literary been a source of fire and distress both natural and man-made to the people of Goma. The volcano is silent for the moment but the M-23 are camped on the slopes of the mountain unleashing man made fire on the residents of Goma. It seems there may be no solace soon for the civilians here as man and nature portends danger.

The two weeks journey provided a glimpse of the conflict terrain, patterns, linkages, actors and the general feelings of the population. From Burundi, Rwanda, Eastern DRC to Uganda, there was relative calm at the surface level, though violence erupted soon after we



Mr Joseph Mbugua, Researcher on the shores of Lake Kivu, Goma in May 2013

had left Goma. Beneath the veneer of tranquility was a feeling of discontentment with the political governance in Burundi, lack of freedom of expression in Rwanda and Uganda, and insecurity in Eastern DRC.

Burundi has come a long way since the Arusha Agreement that brought together rebel forces that were fighting in the bush with the former Burundian national military. Though there were complaints about transparency of the last elections, there are efforts from the United Nations Mission in Burundi (BINUB) to create a level playing ground for the elections of 2015. There are still challenges of creating harmonious intra and inter party relations and bringing back the armed rebels still remaining in the bush to the negotiation table. The United Nations and the international community must remain focused on the Burundian political situation to make sure it does not relapse into conflict.

Rwanda has come a long way since the genocide of 1994. Kigali is arguably the cleanest city in Eastern Africa. These are good signals of a developing nation; however there are concerns over suppression of dissenting voices with the opposition, media and civil society often muted or infiltrated. Rwanda has genuine security



Lt Col Nduwimana (left) with Col Ntirandekura, ICGLR observer, Goma



concerns over the conflict in Eastern DRC with the region hosting Rwandan rebels FDLR suspected of executing the genocide and therefore Rwanda should be included as a significant actor in the resolution of the conflict.

The protracted conflicts and instability in the Democratic Republic of Congo continues to provide the necessary conditions for conflicts. The people cannot trust the government to provide their security, therefore young men become the protectors of their families and communities. These unregulated organized armed groups assume dynamics of their own and soon become a source of insecurity.

There have been many attempts to appease the gods of war in the DRC. There are so many players as would be expected when vultures descend on a carcass. The wealth of resources in the DRC adds fuel to the fire of the conflict. It is an attraction to the rebels, multinational companies, global powers and neighbouring countries. The United Nations has a long and inglorious foot print in the DRC. The cursed soils of the Congo also bear the blood of former UN Secretary General Dag Hammarskjöld. The first Prime Minister Patrice Lumumba became an early victim of the global gods of war hunting on the vast Congolese territory. So many curses...so many hungers...so many tears...so much blood over the riches of the Congolese soil. This paradox of poverty amidst plenty and insecurity mostly induced from outside, remains an unresolved riddle in the Eastern DRC. This is the complex socio-economic and political environment that the researchers came to decipher.

Like the proverbial elephant, the researchers will tell the story of the part that they could see with their naked and spiritual eyes and perhaps provide an incentive to interested parties to partake of the Congolese tragic narrative.

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**Joseph Kioi Mbugua**  
IPSTC Researcher  
May 2013

## PSRD Conducts Successful Research Agenda Workshops for 2013

The Peace and Security Research Department of IPSTC held two research agenda workshops in the first quarter of 2013. The first workshop (28th February, 2013) focused on 19 research topics based on peace and security issues in Great Lakes region and the Horn of Africa. The theme of the workshop was, 'Enhancing Capacity for Conflict Management in Eastern Africa'. The workshop was attended by 25 participants.

The second workshop (29th, April, 2013) was specifically focused on emerging security dynamics in Somalia and 13 topics were proposed for discussion. The theme of the workshop was, 'Enhancing Capacity for Peace building in Somalia.' The Somalia workshop was attended by 27 participants.

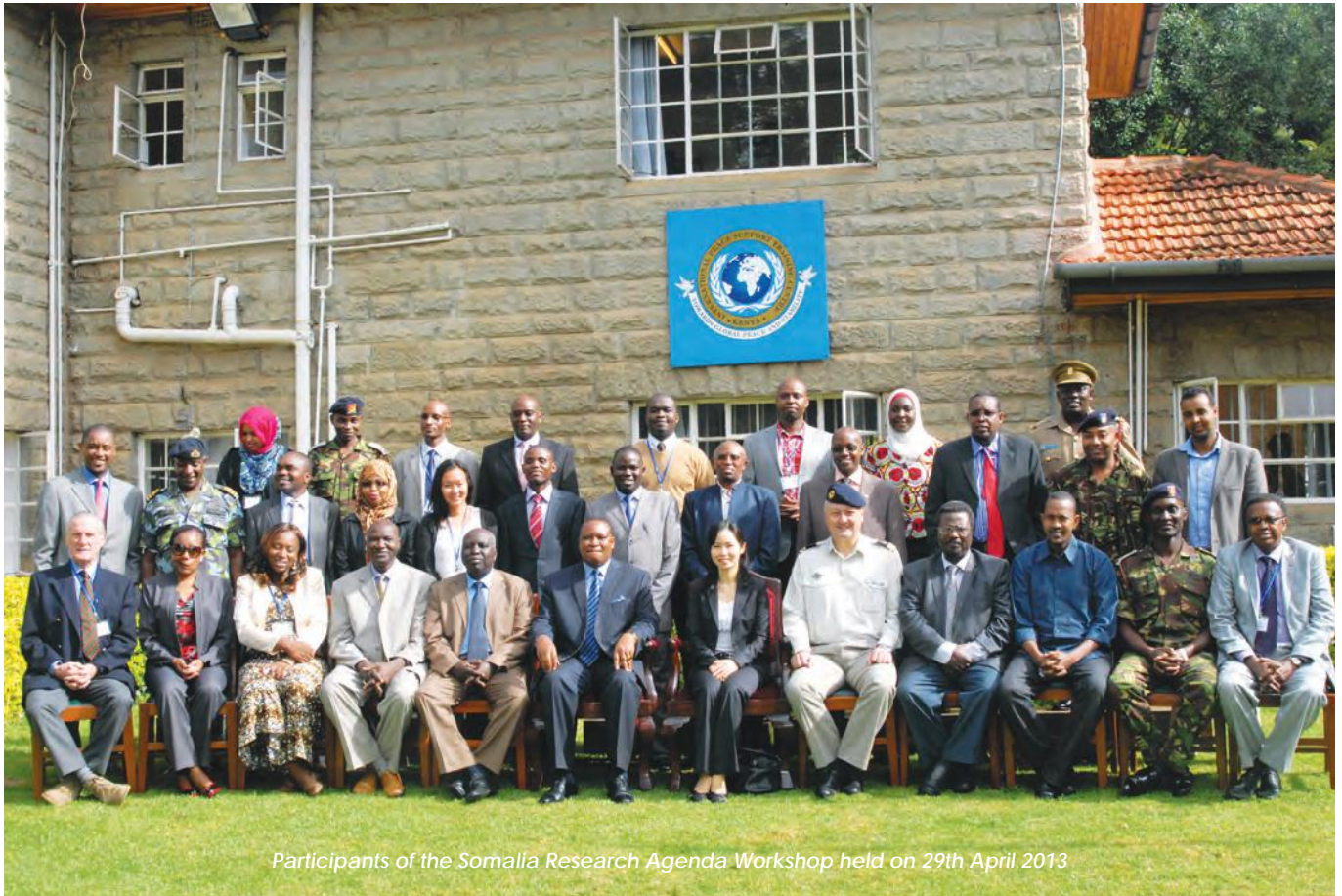
The first workshop drew participants from Kenya and Eastern Africa in general, mainly subject matter experts, government and security agents' representatives, researchers and practitioners in regional peace and security. The second workshop was attended by Somalia citizens, most of them based in Kenya but working for peace and security in Somalia. There were also participants from Kenya who are knowledgeable on regional peace and security issues. Participants comprised of academic, civil society and military.

The main purpose for holding research agenda discussion workshops at IPSTC are as follows:

- Enrich the content and focus of the research agenda.
- Align the agenda to IPSTC mandate and training needs.
- To contribute to the debate towards the enhancement of regional peace and security.
- Build networks of individuals and organizations working on regional peace and security issues.

This forum provided the IPSTC's researchers an opportunity to present their research agenda and to analyze the crucial areas of focus with a selected panel of experts and participants through plenary discussions and breakout sessions to consolidate emergent view points and issues.

The workshops largely contributed to the strengthening of the research agenda for 2013 in that there was a lot of critical and substantive input that came out of the workshop. The pool of participants from diverse backgrounds also enabled IPSTC strengthen its network for future collaborations with various organizations.



Participants of the Somalia Research Agenda Workshop held on 29th April 2013

The IPSTC Director, Brigadier R. G. Kabage expressed the determination of IPSTC to produce research products that inform policy makers in the crucial area of peace and security. He underscored the special attention placed by IPSTC on the input of the stakeholders in compiling each year's agenda in order to develop a coherent research agenda that resonated with the real peace and security concerns in the region.

Participants in both workshops engaged in productive working groups where they thrashed out the main issues and gave suggestions for further improvement.

These are some of the highlights of the recommendations in both workshops:

- To foster strategic collaborations and partnerships with more organizations while

conducting research in order to deliver on their mandate.

- To identify and research on emerging conflicts, i.e. the role of private security and how they operate, piracy and poaching among others.
- The research themes have to be related to the topics.
- To include cross cutting issues such as gender and environment.
- Research should be relevant to peace support operations.
- IPSTC research should have a clear target audience.
- Collapse and merge similar topics.
- Include additional topics that were proposed.
- IPSTC to ensure the research they conducted influenced policy.
- Market IPSTC as the regional hub for peace support operations research and

training and to ensure that the information gathered by the institution, informed policy and programming for the UN agencies, AU, Governments, East African Standby Force, and other institutions.

The PSRD department reviewed the proposed research agenda documents and prioritized the topics according to the recommendations of the workshop. Some titles of the topics were also changed as recommended. The revised research agenda will form the backbone of a comprehensive IPSTC research agenda for 2013 under the Japan/UNDP funding programme that is expected to produce 8 issue briefs and 6 occasional papers.

**Joseph Kioi Mbugua**  
IPSTC Researcher



# The IPSTC Issue Briefs

The International Peace Support Training Centre (IPSTC) was established as a training and research Institution whose focus is capacity building in peace support operations. The institution has been rated as one of the most influential and best connected training and research centres for Peace and Security in Africa.

IPSTC researchers blend their wealth of expertise and experiences to provide the best Policy brief that informs operations of peace and security in both theory and real world practical application. Every quarter, the centre publishes a number of Issue Briefs from selected topical issues that are of importance to the nations of the region.

The Issue Briefs provide information relevant to the Military, Police and Civilians and Academics around the world by providing tools to deal with the growing complexities of security in the modern world.

IPSTC is committed to establishing a dynamic frame work for knowledge-sharing through Issue briefs, where research and teaching can directly support improved preparedness for Peace Support Operations (PSO).

## What IPSTC Issue Brief addresses

The IPSTC Issue Briefs addresses pressing public policy issues that may be global, national, state, regional, or local in scope. These Issues briefs are intended to call attention to policy Issue emanating from research and have significant public importance and interest. Issue briefs address opportunities, barriers, risks, or important threats to policy development.

They are Brief papers (up to 4000 words) that inform, clarify, increase understanding of or reduce uncertainty about Policy issues

based on original research or interpretation, analysis or synthesis of prior published data or research findings.

## The target Audience

The Issue Briefs are mainly used for training, including but not limited to Military, Police, Civilians and Academics around the world, hence providing tools to dealing with the growing complexities of the modern world.

The audiences are from Civil Society Organisation (CSOs), Policy makers, Academicians, Politicians, NGO's, Religious Leaders, Military, Police and civilians.

## How Issue Briefs are developed

The issue briefs are developed through Research Agenda. IPSTC organizes workshop to discuss on the various set of topics that are clustered into three main areas; Conflict Prevention, Conflict Management and Post Conflict Recovery. The topics selected cover the most pertinent issues on peace and security within Eastern and central Africa Countries.

The participants are selected from organization or academicians within the region. Discussants are picked from well-known universities and they are well conversant with the topics in the agenda in the area of peace and security. The discussants then guide the participants through a plenary discussion on the topics selected.

The Issue brief topics are selected from the prioritized list of Research agenda, the topic can be used for Occasional Paper or Issue Brief that are published quarterly.

## The Publication of Issue briefs

IPSTC reaches out to its audience / readers through wide distribution of publications. Recently, newly printed Issue Briefs and Occasional

Papers were launched by the IPSTC Director and the UNDP Kenya representative. The invited guests were members from the embassy of Japan in Kenya. Japan is one of the major donors contributing to IPSTC funding for research and publications.

Publication of Issue brief help for Training and can be used to develop learning plans and facilitator guides in the topics that are selected and are most important for advancing Peace and Security within the Eastern African region. The Issue brief publications are published in website and e- library.

## The Future Plans for Issue Briefs

The future and Potential Impact of Issue briefs will inform policy or decision makers for viable option in addressing important policy issues affecting Africa and the rest of the world in relation to peace and security.

IPSTC Issue Briefs will be a demand driven applied research that will be used by Peace support operation missions, academicians, leaders, Policy makers, religious leaders and the students across Eastern African region.

Therefore, the scope of Issue briefs is consistent with the mission of IPSTC which include; connecting IPSTC Applied research with both Military, Police, Civilians, Policy makers, academician and members of the media. The publications inform decision-makers with set objectives in their research findings.

**Martin Okwir**  
IPSTC Researcher

# The importance of Occasional Papers at IPSTC

Some of the most severe conflicts and humanitarian challenges today are found in Africa. Addressing these often complex conflicts is a challenge to the international community. Training and research for Peace operations at the International Peace Support Training Centre (IPSTC), has been geared towards addressing these challenges through systematic training, research papers and policy development.

IPSTC through its Peace and Security Research Department (PSRD) has made very important contributions in research and training on peace support missions. The vision of IPSTC is to be a leading Eastern Africa Research, Training and Education Centre that is responsive to peace support operations training and education requirements of the African Peace and Security Architecture (APSA).

Through its researchers, the department has conducted several field research missions in different countries of Eastern Africa to get first-hand information about peace and security and has produced many documents (Issue Briefs and Occasional Papers) on various topics.

The research products are expected to contribute to training of African militaries, civilian and police Personnel serving at different levels of command and management in peace support operations. IPSTC research also contributes to the development of a common peacekeeping doctrine within the African region and generates knowledge and lessons learned from peacekeeping operations. The research products also endeavour to provide insight into and

recommendations on current issues of critical importance for enhancing peace support operations. Occasional papers are therefore the main research products of the Centre. They contribute to debates on specific issues relevant to peace and security. They are based on field research carried out by researchers.

The Occasional Papers have to be validated by relevant specialist through symposiums organized yearly by the Department. Symposiums are therefore very important for occasional papers critical appraisal, validation and publication. They provide critical input to the research products in order to improve substantive outcome, strengthen network collaboration with different organizations, institutions and partners in peace and security and finally serve as platforms for sharing the lessons learnt over the period of research.

In addition to enriching peace support operations training needs, occasional papers also act as a source of information for leaders and other stakeholders helping them to understand and handle issues on peace, reconciliation, reconstruction, governance and democracy. For instance, research at the Centre has been undertaken under four themes from 2010 up to 2013: *"The impact of the sub-regional organizations on peace and security in Eastern Africa Region"*; *"Opportunities and Challenges of Peace and Security*

*Lt Col Nduwimana looks at past occasional papers at the IPSTC library*



*in South Sudan"*; *"Enhancing Capacity for Conflict management in Eastern Africa"* and *"Enhancing Capacity for Peace building in Somalia"*. Each theme deals with various aspects related to peace and security and it is from these themes that occasional papers topics are selected to make the research agenda of the year.

Peace and Security Research Department (PSRD) products have proved their importance to the improvement of peace operations and management of conflicts in the Great Lakes region and the Horn of Africa. Tasks of peace keepers in support missions have become extremely complex.

Many other entities dealing with peace and security issues within different missions have increased both in number and in scale and this justify the importance of peace and security research at IPSTC. The IPSTC occasional papers are available in the library and can be accessed through the IPSTC website.  
(<http://www.ipstc.org/downloads>.)

**Lt-Col Nduwimana Donatien**  
Applied Researcher, IPSTC



# Reaching out: The IPSTC Intern Programme

*IPSTC interns at the library*



For four years now, the IPSTC has run an intern programme within the Peace and Security Research Department. The intern programme is a very useful undertaking for both the department and the interns. Each year the department welcomes undergraduate and/or postgraduate students from local and international universities offering courses related to peace and security.

The beneficiaries of this programme have come from several universities including the Institute of Diplomacy and International studies of the University of Nairobi, Hekima College and the department of Peace and Conflict Studies in Africa Nazarene University.

Up to five interns are engaged at a time. The programme provides a rare opportunity for young academics to experience the practicalities of applied research and curriculum design. The students are attached to either the curriculum design or the applied research sub-departments where they are exposed to the functions of the two sub-departments on a rotational basis. A majority of the interns stay at the centre for a duration of not more than three months although a few remain for up to six months.

At IPSTC, Student interns are closely supervised by the head of department and the sub-department heads. The head of department is responsible for interviewing interns, determining qualifications for the position, orienting interns to the Centre, supervising, directing, and evaluating their work. The department and sub-department heads act as mentors. They meet with the intern on a regular basis to guide performance, answer questions, and provide background information and resources related to the intern's work.

The intern programme not only benefits the students but the department as well. The centre hopes that through this programme the interns will gain valuable education, exposure and experience.

The programme gives the students the opportunity to attend the centre's programs and engage in discussions that will challenge their perspectives and strengthen their grasp of practical issues related to regional peace and security. Apart from this, the intern can use this experience as an opportunity to explore career options, a chance to try out one's

interests, values, and abilities in a work setting. The interns can also develop and enhance their professional skills.

It is expected that the IPSTC work environment will also increase their confidence as well as enable them to expand their network of professional contacts. The Universities that send their students to the centre take the intern programme very seriously and award academic credits based on their performance during the attachment period.

If the students do well, the individuals can add their experience to their resume. Most interns leave the centre having developed better character and leadership skills. As the intern programme grows in the Centre, it is hoped that more local and international universities will encourage their students to be part of this beneficial programme.

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**Lt Col J Sitienei**  
**Head of Applied Research**  
**IPSTC**

# The Curriculum Design Sub-department

The International Peace Support Training Centre (IPSTC) is keen on developing training programs that are geared towards the improvement of training delivery. The curriculum design sub department aims at planning an intellectual 'journey' for Peace Support Operations (PSO) participants with a series of experiences that result in them learning what is intended for them to learn.

The curriculum design and development process has provided solid ground on which courses have been delivered using various instructional methods that are innovative and enhance adult learning and participation of participants in the learning process. The curriculum designed at this sub-department is meant for use by the two IPSTC training platforms; Peace & Conflict Studies School (PCSS) and Humanitarian Peace Support School (HPSS).

The Curriculum design sub-department is divided in to four functional areas; Curriculum Design (CD), Training Material and Concepts (TMC), Training Management Systems (TMS), Exercise Design (Ex3D) and Library. Functional Leads are as follows: CD: Major Wanjiru/ Guled Hassan, TMS: Tony Mwangi, Ex3D: Major Mwachinalo, TMC: Brigid Gesami, Library: Warrant Officer I Maina.

The CD function has embarked on development and implementation of a Cyclical Learning Plan review which is a huge undertaking in the quarter and beyond. The sub-department conducted three writing boards and designed various learning plans; Small Arms and Light Weapons, Small Arms and Light Weapons (Somalia),



*Acting Head of Curriculum Dept, Maj Wanjiru (left) with other members of the department during a writing board held in May at IPSTC*

Protection of Civilians (Somalia), Human Rights (Somalia) and Child protection. The systematic fashion of Learning plan designing has established the Centre as a leader in curriculum design and validation. It has further enhanced our brand loyalty of our partners.

The training material and concepts (TMC) function has been proactive in facilitating production of facilitator guides. Three guides have been published in this quarter; Civilian military coordination guide (CIMIC), Rule of Law (ROL) and Correction guides, and currently facilitating with UNDP Japan in writing the Disaster Risk Reduction Practitioner guide. The Training Management Systems (TMS) function has been a very instrumental management System to ensure the Sub-department achieved their goals. The TMS designed an Electronic survey (E-Survey) to IPSTC alumni meant to obtain feedback on courses and Centre. It also designed Subject Matter Expert (SME) portal which will act as an IPSTC database for all SMEs affiliated to IPSTC in regards to training support. The system will allow each SME to register, open an SME account and create/ maintain online portfolio.

The Exercise Design (Ex3D) function has embarked on designing a demonstration based on Protection of Civilians (POC), with specific emphasis on Protection of Women. It is designated for use in at least five courses, including; Pre- deployment Training AMISOM, Pre- deployment Training UNMISS, Human Rights, Protection of Civilians, and Sexual & Gender Based Violence. This demonstration further serves to showcase the "AMANI VILLAGE" and create support for the military force from within the indigenous population.

The Library is the hub of materials that aid the institution in the intellectual 'journey' and crowns all the activities of the curriculum sub department. It stores and makes accessible the materials designed and developed by the sub department such as learning plans from CD, facilitator guides from TMC, demonstration manuals from Ex3D and TMS ensures online storage and accessibility.

Wanjiru.lilian@ipstc.org

**Major Lilian Wanjiru Muhia**  
Acting Head of Curriculum Design  
PSRD-IPSTC



# Curriculum Design and Writing Boards

## Towards knowledge development strategy for Regional Peace & Security practitioners designing excellent curriculum

Upon the request of the United Nations Development Program (UNDP) and with the support of the Government of Japan, supplementary funding, the International Peace Support Training Centre (IPSTC) Research Department carried out writing board workshops on designing models including generic learning plans and contextualized learning plans for Somalia including Small Arms & Light Weapons, Human Rights, Protection of Civilians and Child Protection. The workshops took place at the Peace and Conflict Studies School (PCSS) in Karen, Kenya, from the 23rd - 26th April 2013 and 30th April - 3rd May 2013 and brought together Subject Matter Experts and practitioners from the UN and non-governmental organizations in the region.

The Development and customization of the learning plan was carried out by the Curriculum design team of the Research department with crucial contribution from the Regional & International subject matter experts. Developing Professional learning plans will enhance regional knowledge on Protection of Civilian, Child Protection, Human Rights and Small Arms & Light Weapons.

In the process of the developing writing boards, the Peace & Conflict Studies School provides the writing board team with an incredible support. That helped to develop learning plans that enhance Regional Peace and Security practitioners and their leaders' capacity.

IPSTC Curriculum design aims to improve outcomes needed for learning Peace & Security environments and work in a rapidly changing regional dynamics of conflict. It raises expectations of

the intended outcomes of learning, involves changes in learning, teaching and assessment of the schools courses, and requires re-evaluation and development of the curriculum.

These aims and expectations require significant further development in the thinking and practices of practitioners and the way in which they carry out their peace & security professional roles individually and collectively. To conduct the writing board the curriculum design requires consultation with high quality subject matter experts and practitioners to help and to actively implement the peace and security issues in the region.

The writing board was fully gender inclusive and considered equality and diversity issues including those related to gender, race, sexual orientation and disability. Consequently consideration was taken also to be given to those with additional support needs in the duration of implementing the courses.

### **We invited External SMEs who supported & played a significant role in developing this learning plan namely:**

Dr. Shukria Dini, the Director of Somali women's Studies Centre, Dr. Abdi Hassan, a Member of Foreign Affairs of the Somali federal Parliament, Mr. Ahmed Idris, Governance Manager Kenya Red Cross, Ms. Viktoria Perchler, Peace & Conflict expert, Mr. Jonah Leff, Project Coordinator HSBA for Sudan & South Sudan, Mr. Francis Wairagu, Head of research and Gender; Regional Centre on SA in the great lakes region, Mr. Leonard Kyalo Musoi, Programme Coordinator, Security Research & Information Centre, Mr. Abdiwahab Sheik Abdi, Conflict Resolution



Consultant, Ms. Ishii Yukiko JCCP and Mr. Richard Thwaites, JCCP.

IPSTC curriculum design learning plan outcomes is aimed at building both knowledge and skills. Through interactive courses and practical training approach, this course will help participants to:

- Better understand the concept of peace and security, including actors, concepts and principles; in the African context especial dynamics of East Africa Region.
- Understand the context and political nature of peace & conflict and the challenges faced when 'supporting' security processes in conflict-affected or fragile states; in the East African context
- Develop the basic skills required to undertake dynamics of peace and security programming;
- Use concrete cases to build on lessons learned and apply concepts to practice from the East African context.

The curriculum team focuses on courses for Somalia this year to design modules that can enhance the capacity of practitioners that are operating in Somalia.

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**Guled Ali Hasan**  
Curriculum Designer  
IPSTC

## The Value of Human Rights

Human rights is a concept that has been evolving throughout human history. It can best be described as the legal entitlements that protect individuals and groups against actions or omissions which interfere with fundamental freedoms and dignity. Subsequently, its applicability is in both peace and war times. The human rights provisions are enshrined in the international, regional and national legal frameworks. One of the international instruments is the Universal Declaration of Human Rights (UDHR) that came into existence in 1948 and aims to ensure common human rights for all.

Contemporary conflicts continue to face human rights challenges such as; displacements, abductions, disruptions of daily lives, sexual violence, physical violence, violations against children, violations against women, denial of access to humanitarian assistance among others. The peacekeeping aspects have also evolved, especially since the late 1980s to become multidimensional in nature and to comprise a component of human rights in peace support operations today.

Statistics from the Office of the High Commissioner for Human Rights reveals that there have been 14 United Nations peacekeeping, special political and peace-building support missions that have incorporated human rights promotion and protection into their mandated work, with dedicated human rights staff, in Afghanistan, Burundi, Central African Republic, Côte d'Ivoire, Darfur (Sudan), the Democratic Republic of the Congo, Guinea-Bissau, Haiti, Iraq, Liberia, Sierra Leone, Somalia, Sudan and Timor-Leste. Therefore, an understanding of the human rights principles, conventions and



*Group photo session of course participants after course opening ceremony*

declarations is vital in addressing human rights issues in our societies today.

The International Peace Support Training Centre (IPSTC) has continuously conducted human rights courses every year and three (3) human rights courses will be conducted in the year 2013. The first Human Rights Course this year was funded by the European Union, organized by the International Peace Support Training Centre and conducted for ten (10) training days at the Peace and Conflict Studies School in Karen, Nairobi, from 29th April 2013 to 6th May 2013.

The aim of the course was to enhance participants' understanding of the various Human Rights Issues and their centrality in planning, analysis and conduct of peace operations. In attendance, were twenty one (21) participants from ten (10) countries, namely: Burundi, Comoros, Djibouti, Egypt, Ethiopia, Kenya, Rwanda, Seychelles, Sudan and Uganda. The representation consisted of police officers, military officers and civilians. This demonstrates the diversity of national and professional background of participants seeking to enhance their understanding of human rights issues.

The participants were exposed to theory and practical exercises in which stimulating discussions took place. As demonstrated during the training, there are many human rights challenges in peace keeping environment that need a lot of commitment by each individual so as to ensure full respect and protection of human rights. More so are the vulnerable groups like children, women, elderly and people with disabilities who need extra attention.

Human rights realization is thus essential in peace keeping and peace building and therefore each staff in peace operations has the responsibility to ensure respect, protection, promotion and fulfillment of human rights in both their immediate and long-term actions as guided by the relevant national and international legal frameworks.

IPSTC as a Centre of excellence in peace and security studies is at the forefront of championing the enlightenment of human right issues in the complex peace support operations. The Centre continues to pride itself as a regional pillar for enhancing the capacity of regional peace and security through training and research.

**Catherine Cherotich**  
Directing Staff, IPSTC



# Preventive Diplomacy and Early Warning



*His Excellency the Ambassador of Japan in Kenya Mr. Toshihisa Takata (seated, 6th from left) with Course participants at IPSTC*

When the Japanese Ambassador to Kenya Mr. Toshihisa Takata said, "Prevention is better than cure" during the closing ceremony of Preventive Diplomacy and Early Warning course held at International Peace Support Training Centre (IPSTC), he aroused a sense of stronger ownership of the course among the 18 graduates than ever before. He was referring to the felt need for Africa to continue enhancing capacity for identifying signs of conflict early enough before it turns violent and structuring preventive measures well in time. Effective preventive diplomacy creates an environment conducive to self-sustaining and durable peace by encouraging conflicting parties to cooperate. In the long term, this lessens violent conflict in Africa and robustly contributes to the achievement of durable peace and security in Africa. Subsequently, this leads to the roadmap of attaining the sought millennium development goals.

Preventive Diplomacy and early warning is the best instrument and

workable strategy to attaining successful peace support operations. It also enhances respect for human rights, promotes sustainable economic and social development, while curtailing use of massive destructive force. Even so, research has shown that Preventive Diplomacy overrides all other tools ever put in place to minimize conflicts and propagate peace globally. It is in this regard that the Ambassador Toshihisa Takata was particular in providing advice to the graduates to embrace preventive diplomacy and early warning as prerequisite both for any prudent decision and their peace support operation programs.

Preventive Diplomacy and Early warning Course was held from 13th to 20th May 2013 at the International Peace Support Training Centre. The course was funded by Japan through the

United Nations Development Program, (UNDP). It was attended by 18 participants from the Eastern Africa Region.

The countries represented during this course were: Uganda, Ethiopia, Sudan, Kenya, Rwanda, Burundi, Djibouti, Seychelles and Comoros. The training used the joint training strategy whereby civilians, police



*His Excellency the Ambassador of Japan in Kenya Mr. Toshihisa Takata and Kashiwaguchi Atsuko during tree planting and course closing ceremony at IPSTC*



and military were jointly trained in a single workshop. The participants were practitioners in various fields of preventive diplomacy in the Eastern Africa countries and made enriching contribution to this subject. Moreover, renowned facilitators came in handy to share on varied topical issues where they are professional subject matter experts.

One of the outstanding achievements for the course was the enhancement of capacities and resource base to foster effectiveness in violent conflict prevention. The 18 trained participants attained knowledge and skills to be able to successfully engage parties in conflict resolution. They were also exposed to methodologies like reconciliation, negotiation, arbitration, mediation, institutional building, political and economic transformations which are worthwhile tools in violent conflict prevention.

In the words of Tamene Bekele, Deputy Commandant, Ethiopia Police Commission:

*"I feel so knowledgeable after having gone through the two-weeks training on Preventive Diplomacy and Early Warning. With the capacity I have gained, I will be able to share with my colleagues, to make a difference in my community and hopefully the entire Country"*

The concept and practice of violence prevention have



PDEW Course participants in a plenary session

evolved from focusing exclusively on short term interventions of preventive diplomacy, to a new comprehensive approach defined as structural prevention. The approach includes long term initiatives targeting root causes of conflict. A systematic and practical early warning system should be combined with consistent updated contingency plans for preventive action. Similarly, third parties should not simply wait for unambiguous disasters and mass slaughter before they take preventive action. We have learnt from the bitter happenings in Cambodia and Rwanda.

Early warning becomes crucial component of international conflict preventive framework. Whenever a trigger of events sets off an explosion of violence, it is usually too difficult, too costly and too late for a rapid and effective response. However, timely early warning will not ensure successful preventive action unless there is a fundamental change of attitude by governments and international

community. Africa needs all these capacities for its progress and stability.

Secondly, policymakers should be inclined to taking early warning seriously or act upon it in time when required. Preventive Diplomacy makes suggestions on the relevant path to undertake so as to ensure violent conflict is eradicated. In situations that pose the possibility of severe violent conflicts, humanitarian disaster or gross human rights violations, PD encourages structures that promote dialogue and articulate consequences precisely.

Thirdly, efforts to improve early warning indicators should remain equivocal and objective. Potential major trouble spots should be identified, the situation well understood and evaluated accordingly to manage conflict in its earlier continuum. Infact, one of the biggest advantages of utilizing early warning as a strategy is that it is less costly and observes human rights protection.

In recollecting Ambassador Toshihisa's Words, Africa as a developing world needs to invest more on preventing violent conflict than waiting for the conflict to viral into violence. For all these, it is important that Preventive Diplomacy and Early Warning Course be expanded to assume a comprehensive approach targeting the civilian, military and the police components at any given time.

**Kennedy Kibisu**  
Directing Staff  
IPSTC



Lt Col Kombo taking course participants through a discussion



# Breaking the Silence: SGBV

Situations of armed conflicts and periods of post-conflict reconstruction usually pose a challenge of Sexual and Gender Based Violence (SGBV) escalations especially for vulnerable groups like women and girls. Statistics on the prevalence of sexual and gender based violence indicate that women are the primary victims of this violence, but men also suffer from various forms of sexual and gender based violence. In situations of armed conflict and war, acts of sexual and gender-based violence may be committed by warring factions as a means to hurt, control and humiliate the victims. In these situations, violence may include rape, female genital mutilation, exploitation, assault, torture or other forms of humiliating and harmful sexual violations. Survivors of sexual and gender-based violence experience many forms of trauma, from physical abuse and infections/diseases to feelings of depression and terror to social stigmatization.

According to data from World Health Organization (2012) report, violence including sexual and gender based violence contributes to the death of 4,400 persons daily as a result of interpersonal or collective violence. SGBV does not only cause pain and suffering but also devastates families, undermines national productivity and competitiveness and stalls development. It also perpetuates and reinforces inequalities between men and women invoking a chain of human rights concerns. However, dealing with SGBV remains a challenge due to massive silence that has riddled the abuses due to surrounding stigma and cultural connotations. Many survivors do not openly report the incidences.



*SGBV participants in a syndicate discussion*

Currently, the Democratic Republic of Congo (DRC) is rated among the leading countries worldwide with the history of SGBV atrocities. This is attributed to the conflict being experienced in the eastern part of the Republic (MONUSCO Annual Report, 2013). There are many other incidences of SGBV adding to these numbers and occurring in different states.

SGBV thus remains a problem that the world over is reeling over its negative impact and seeks to establish systematic approaches to deal with its complexity. One of the ways of eliminating SGBV

is to create awareness and capacity building amongst the citizens to deal head-on with the problem. Women's engagement in peace-building is recognized by many international institutions as crucial element of recovery and conflict prevention, a fact reflected in UN-Security Council Resolution 1325 which commits the United Nations and its member states to engaging women in conflict prevention and peace-building. This has further been reflected in other United Nations Security Resolutions like 1327, 1366, 1625, 1645, 1794, 1807, 1828, 1888 among others.

*continued on page 20*



*SGBV Course participants pose for a group photo with IPSTC staff*



# Key Events and Visits to IPSTC

The IPSTC is proud to have hosted a number of visitors in the period of April to June. These dignitaries from across the globe appreciated the face of our institution as a centre of excellence in PSO education and research.

In addition, the Centre conducted several events/ activities geared towards attainment of the IPSTC core mandate. Key was the research workshops and the series of writing boards conducted between April and June.

As part of its effort towards environmental conservation, the IPSTC participated in a tree planting programme.

All these activities were critical at facilitating the mission of our institution and realisation of our mandate.



*Visit by Lt Gen Bjorn Bissrup, the Deputy Chief of Danish Defence on 15 April 2013*



*Brig Gen Gerald Aherne, Comd EUTM, Somalia being welcomed to CLH building by Col S N Muthui 'Psc' (K), Comdt PCSS on the occasion of his visit to IPSTC on 17th April 2013*



*Mr H Hance, Regional Manager ACOTA, signs the visitor's book in the Director's office during his visit to IPSTC on 18th April 2013*



*Mr H Hance, Regional Manager ACOTA, signs the visitor's book in the Director's office during his visit to IPSTC on 18th April 2013*



*Daystar University students receive a briefing from Lt Col M Kombo 'psc' (K) CI PCSS during their visit to IPSTC on 19th April 2013*





Brig R G Kabage 'psc' 'ndc' (K) Director IPSTC welcomes Brig Comitini and a delegation from the Italian Carabinieri during their visit to IPSTC on 6th May 2013



Brig Gen Terry Ferrel, the new Comd CJTF HOA tours the Amani Hall facility during his visit to IPSTC on 8th May 2013



His Excellency Mr Josphat K Maikara the Kenyan Ambassador to Somali plants a tree to commemorate his visit to IPSTC on 7 Jun 13



Col Markus Schefer and a delegation from MoD Switzerland having lunch with the IPSTC team at the Peace Banda during their visit to the centre on 3rd June 2013



Director IPSTC, Brig Kabage (centre) watering his newly planted tree at Kona Baridi in Kajiado County



*continued from page 17*

Despite elaborate international, regional and national policy frameworks, women around the world face enormous challenges to their participation in peace-building processes and in translating legal instruments into real rights and concrete change. Women's ability to effectively influence peace-building processes is often compromised by the threat or the actual experience of sexual and gender based violence, which commonly escalates during and after armed conflicts, as well as by continuing obstacles to women's full political participation in many countries.

This calls for a better understanding of the root causes of these unequal social structures and negative attitudes in order to address them effectively. It requires identifying the underlying causes, policy formulation and implementation that is responsive to sexual and gender based violence in our society. The challenges are formidable and complex, but with concerted action on many fronts, progress is possible. Hence the need to incorporate gender perspectives in national policies, raising awareness and enhancing women's participation in conflict prevention, peace processes, peace building, peace



*The Course coordinator Ms Catherine Cherotich addresses participants.*

support operations and security sector reforms and in combating sexual violence.

The International Peace Support Training Centre contributes to this great milestone by carrying out training and research on SGBV. One of the latest courses on SGBV was held at the Peace and Conflict Studies School from 20-31st May 2013 where twenty two (22) participants from 8 countries from the Eastern Africa member states were trained.

The purpose of this course was to enhance participants understanding of the international

legal standards and mechanisms for the prevention and response of SGBV and to ensure its centrality in planning, implementation and conduct in Peace Support Operations (PSO) with a view to significantly reducing its prevalence.

They were therefore equipped with adequate knowledge to enable them address SGBV issues in their respective countries and in any peace keeping operations. It is only through training, advocacy and building capacity for research that will enable policy makers, civil society, women and men themselves to implement strategies that combat violence.

There should also be commitment to the idea that men and boys should be actively involved, as agents of societal change, in gender based violence prevention plans. The commitment by each individual will ensure zero tolerance to sexual and gender based violence globally.

**Catherine Cherotich**  
Directing Staff  
IPSTC



*Course participants deliberate on emergent SGBV issues as they take refreshments*



# Training for the Rule of Law

Rule of Law is widely demonstrated in the Justice and Security systems of a country. Justice and security are widely acknowledged as critical pillars for recovery in post-conflict situations. As the Secretary-General noted in 2004 report, The Rule of Law and Transitional Justice in Conflict and Post-Conflict Societies,

*"The consolidation of peace in the immediate post-conflict period cannot be achieved unless the population is confident that redress for grievances can be obtained through legitimate structures for the peaceful settlement of disputes and the fair administration of justice. Strengthening of Rule of Law is necessary not only as a pillar of effort to mitigate against lapse into conflict, but also for creating an environment which permits other peace building processes to success."*

It has become important more than ever before that Rule of Law is given wider space in our governance and developmental agenda.

International Peace Support Training Centre recently undertook a two-weeks training on Rule of Law. The training took place from 3rd June to 14th June 2013. The Course was funded by European Union through African Union's EASFCOM and had a total of 23 participants.

The participants mainly came from eight different countries in Eastern Africa (Ethiopia, Sudan, Kenya, Uganda, Seychelles, Comoros, Rwanda, and Burundi) as well as two from the rest of Africa; Egypt and Ghana. This course was the first Rule of Law training this year at IPSTC and attracted a combination of experienced police, civilian and military personnel. Most countries that have experienced violent conflict in



Africa need the course urgently. Rule of Law is a principle in which all persons, institutions and entities, public or private including the state itself are accountable to laws that are publicly promulgated, equally enforced and independently adjudicated. This should also be consistent with international human rights norms and standards. Rule of Law requires measures to ensure adherence to the principles of supremacy of law, equality before the law, accountability, fairness in the applicability of the law, separation of powers, participation in decision making, legal certainty and avoidance of arbitrariness and procedural and legal transparency. Hence, many countries are likely to benefit from the objective and spirit that the Rule of Law is endowed with.

To be able to build the capacity of the 23 participants on Rule of Law Course, the content delved on key areas like; Fundamental Concept of Rule of Law; State Structures; Commissions and Oversight Mechanisms; Law Enforcement and Security, Human Rights; International Humanitarian Law, National Legal Systems, Democratic Governance, Cultural Dynamics and Diversity; Transitional Justice among other topics. All the above

mentioned topics were covered through adult- learner centered methodologies which included discussions, role plays, mini-lectures, experience sharing, films and short clips. The experience sharing moments were also utilized during the syndicate discussions.

The official closing remarks were given by the Head of delegation for European Union Ambassador LodewijkBriet. He saluted the 23 participants for having been selected by African Union Member states to attend the Rule of Law course carried out at IPSTC. He also reiterated the commitment of EU in supporting the use of Rule of Law in Africa through financial and technical resources. He cited this course as endeavouring to enhance security, cooperation, and capacity to implement rule of law. He observed that for African countries to have functional systems, they should invest in establishing strong public institutions like judiciary, legislature and the executive, all of which should jealously be safeguarded for the good of the country.

Ambassador LodewijkBriet also emphasized the need for Africa to design appropriate solutions for the African problems. He noted



*Course Coordinator Mr. Kennedy Kibisu making a point during the Rule of Law Course held at IPSTC in Nairobi*

that the resource persons who have been trained will create a multiplier effect in training with other resource persons in the area of Rule of Law in the African Union member states.

In a nutshell, the Rule of Law has much to offer in peace support operations. For example, post

conflict situations require justice and rule of law to enable peace and security stabilization. This is a pre-requisite for both local and international investment within the country, a vital ingredient for sustainable Peace and development. This course made three major achievements: Firstly, the course empowered 23 participants on emerging issues on Rule of Law.

The trained personnel created a pool of resource persons with the appropriate knowledge and skills in the area of Rule of Law. These experts can be called upon to offer training services as trainers of trainers to member states of the African Union and other international organisations. The

implementation of Rule of Law is interdependent amongst the countries. Delivering the course jointly was aimed at forging unity in ensuring the rule of law thrives in their regions. They can be peer groups through developing a common monitoring and evaluation framework for the Rule of Law.

The course strived to ensure that all possible stakeholders; civilians, police and military are able to cooperate in ensuring coordinated approach for Rule of Law. There was much appreciation for the unique and diverse strength that each participant brought to the course.

**Kennedy Kibisu**  
Directing Staff, PCSS  
IPSTC

## Where Theory Meets Simulated Reality

In conflict zones all over the world, local people are engaged in peace building. Stopping violence, saving lives and healing the community is one the key objectives of the IPSTC. The Centre fulfills this mission by training local and regional practitioners in peace and security. These actors include the military, police and civilian engaged in all aspects of peace operations.

In its training platforms, the IPSTC promotes a thorough knowledge of various theories and practice covering the whole spectrum of conflict i.e. prevention, management and recovery. The aim is to offer integrated and multi-dimensional training and education towards the enhancing capacity of the United Nations, African Union and Regional Institutions engaged in peace and security.

The Amani Training Village is a key platform in providing practical actualization of the theories on peace and security taught in class. The village was inaugurated



*Simulation on protection of civilians at Amani PSO Village.*

in August 2012 as part of the Humanitarian Peace Support School (HPSS) of the IPSTC. Built in partnership with Canada, UK and USA; it provides an opportunity for practitioners to simulate real life situation in conflict zones in a controlled safe environment.

Exercising the military, police and civilians who are our key clientele in joint operations is important in order to prepare them adequately for deployment

in the conflict zones. The HPSS in utilizing the Amani Village, develop demanding but realistic scenarios that promote the assimilation of the theories learnt in class by stimulating responses from course participants and in so doing validate their capabilities.

Given the asymmetric nature of conflict in our region and the increasing need to address issues pertaining to protection of women and children, sexual and gender based violence, HIV/AIDs etc. There is an increasing demand for providing captivating and dramatic rendition of such issues in a way that participants can understand the situation better.

The Peace and Security Research Department (PSRD) is currently developing demonstrations and CPXs that address these issues. The developed exercises will go a long way towards addressing all cross cutting issues that arise as a result of conflict.

**Major Mwachinalo**  
Curriculum Development/PSRD



*Demo on hostage taking at HPSS.*



# EASF Integrated FTX 2013 TOT Workshop



The training cycle for Peace Support Operations (PSOs) starts with a Map Exercise (MAPEX), followed by a Command Post Exercise (CPX) and a Field Training Exercise (FTX). The Eastern Africa Standby Force (EASF) is working towards the operationalization of the African Standby Force (ASF), as one of the five regions of the ASF and a pillar of the African Peace and Security Architecture (APSA). EASF functions are based on the Protocol establishing the Peace and Security Council of the African Union (PSC), the Memorandum of Understanding on the establishment of the Eastern Africa Standby Force (MOU), the Policy Framework for the establishment of the Eastern Africa Standby Force, ASF Roadmap III, EASF Strategic Objectives as well as successive Council decisions and other relevant instruments.

The 5th ordinary meeting of the Specialized Technical Committee on Defence, Safety and Security of the African Union (AU), held in Addis Ababa, Ethiopia on 26 October 2011, endorsed the ASF Roadmap III and urged the Commission and the Regional

Economic Communities/ Regional Mechanisms for Conflict Prevention, Management and Resolution (RECs/RMs) to spare no efforts in ensuring timely implementation of the Roadmap to attain the Full Operational Capability (FOC) of the ASF by the end of 2015. The EASF, as a Regional Mechanism of the AU, implements this decision in the Eastern Africa Region and is building capacity and capability to reach FOC by the end of 2015.

In accordance with the EASF Calendar of Activities for the year 2013, EASF was to conduct a field training exercise in Uganda, in the month of May, 2013. The conduct of the exercise was key to preparation of EASF full operation capability (FOC) by 2015 in consonance with EASF Roadmap III. The Field Training Exercise aimed at testing the trained forces from Member States on the level of their readiness for FOC based on the African Union training Doctrine and objectives. The specific objectives of the Exercise were set to be:

- Train and test EASF's ability to generate forces, plan, deploy, execute, sustain and recover a multi-dimensional AU mandated Scenario 5 mission.
- Exercise EASF doctrine and procedures that need to be in place by FOC 15.
- Improve the cooperation and interoperability of components and equipment within EASF.
- Enhance awareness of EASF within the Region.
- Maintain and enhance regional cohesion and co-operation.

The Member States were to continue training their pledged forces based on UN/AU PSO standards as EASF finalizes training manuals including defining the responsibilities or roles to be played by Member States and EASF in the training area. The main EASF training activity for the year 2013 was the FTX13 held in Jinja Uganda from 05-26 May 2013.

It was in this regard that the EASF Integrated FTX 2013 TOT Workshop was held at HPSS - Embakasi from 08th – 12th April, 2013 that helped in building capacities on the various roles played by military, police and civilian personnel during a PSO in order to contribute effectively.

The workshop was aimed at training officers from member states, so that they could be able to train the Formed Units (FU) who would later participate in the aforementioned FTX13. It was also intended to inform Member States on EASF integrated training requirements, training standards and verification process for EASF pledged participants.

The target audience comprised Military Officers, Police Officers and Civilians from EASF Member States (three from each Member State) responsible for training. This training culminated into a successful FTX13 held in Jinja Uganda from 05-26 May 2013.

**Maj D Y Kilimo**  
HPSS

# UNSOA's Critical Role in Promoting Peace and Security in Africa



*Course participants during the course opening.*

The United Nations Support Office for AMISOM (UNSOA) is a field support operation led by the United Nations Department of Field Support (DFS). UN Security Council Resolution 1863 (2009) provides UNSOA with a mandate to deliver a logistics capacity support package to AMISOM (African Union Mission in Somalia) critical in achieving its operational effectiveness and in preparation for a possible UN peacekeeping operation deployment.

The logistics package consists of equipment and mission support services normally provided for a United Nations peacekeeping operation of the same size, and aims to assist AMISOM in its mandate to support the Transitional Governmental structures, implement a national security plan, train the Somali security forces, and to assist in creating a secure environment for the delivery of humanitarian aid.

This aside, pre-deployment training, is becoming an increasingly important issue in international peace and security. Pre-deployment training not only

reinforces and refines the skills that military, police and civilian personnel about to be deployed into the mission area already have, but also ensures that they are fully trained in Peace Support Operations

(PSO) aspects that will facilitate the successful execution of the mission mandate. Today's PSO operating environment is becoming increasingly complex with emerging dire humanitarian crises and emergencies. In order to address peace and security effectively, it requires above all, collective and team efforts among all the mission partners which can only be achieved through



*Course participants in class during the Media communications and pre-deployment training.*

intensive training, coordination, dialogue and development of strong partnerships. Accordingly, the African continent particularly the Eastern African region is a conflict-prone area that leads to a large number of human suffering and economic losses; thus, it is crucial to strengthen humanitarian intervention for sustainable development in the region.

The United Nations Support Office for AMISOM (UNSOA) provided an opportunity to achieve that goal. It fully funded a Media Communications and UN Mandatory pre-deployment training in respect of KDF personnel who were due to be deployed to Somali dubbed AMISOM 3. The training was conducted from 10-15 June 2013 at Humanitarian Peace Support School in Embakasi-Nairobi, Kenya.

For six (6) days, facilitators from UNSOA and participants from KDF, came together to discuss pre-deployment practical information and techniques that guided them through the fundamentals of Peace Support Operations as they prepared to execute the impending AMISOM mission mandate.

UN/AU peacekeepers are facing very complex challenges and are often required to implement intricate mandates. Pursuant to this, the participants were taken through healthy discussions on inter alia: Protection of Civilians, Personnel Code of Conduct and discipline, Legal frameworks, International Humanitarian Law and Human Rights Law, Sexual Exploitation and Abuse (SEA), HIV/AIDS, Cultural awareness, Gender mainstreaming in PSO, which are all matters of grave concern for the UN and AU. This gave the participants an insight into developing effective best practices that can be effective at the community level, hence, playing a crucial role in saving people's lives and restoring peace and security in our region.

**Maj D Y Kilimo**  
HPSS



# World Vision International (WVI) Senior Regional Management Training (SRMT) and Hostile Environment Assistance Training (HEAT)

The World Vision International (WVI) conducted two courses namely SRMT and HEAT courses at HPSS from 15th - 17th May 2013 and 18th - 21st May 2013 respectively. The courses were hosted by HPSS with WVI HQ in USA planning, organizing and facilitating and HPSS providing Training Support ranging from class work to field training.

**World Vision International** is an Evangelical Christian Humanitarian aid, development, and advocacy organization dedicated to working with children, families and communities to overcome poverty and injustice. Inspired by Christian values, they are dedicated to working with the world's most vulnerable people, and serve all people regardless of religion, race, ethnicity or gender.

The first SRMT Course which was their first course targeted senior managers working in various global stations. The aim of the course was to equip the participants with management knowledge and skills in field personal safety and security. They were exposed to theoretical presentations about the security challenges faced by their field officers and they discussed the appropriate managerial decisions based on the field reports to enhance the security and protection of the field staff.

The field staff work in hostile environment and therefore their security and survival is very vital to the success of the WVI mandate.

HEAT course followed the SRMT; the target group was junior managers who work in the field. The field environment is always hostile characterized with a local population facing security, humanitarian and developmental challenges. The Course participants were exposed theoretically on the security challenges in the field and the measures to adopt to enhance their survivability in various security situations. The security situation may comprise of kidnapping, hostage taking, ambushes, lack of freedom of movement, raids, conflicts and negotiation skills among others.

HEAT was different from SRMT since it involved field exercises. The course participants were subjected to various security situations that are common in the mission area. The Exercises were done at the Amani Peace Support Operations Village (PSO). The Amani PSO village enhanced realistic training. The participants expressed their satisfaction and commented that the exercises really reflected realistic situations and they could not believe that the exercises were only simulations.

HPSS supported the course in terms of training facilities and most importantly the trained civilian and military role players who enhanced the realism of the exercises. The Civilian role players played the role of kidnappers, interrogators, IDPs/refugees and Police Men. The military role players acted as rebels on one hand while others played the role of UN peace keepers.

The courses were conducted successfully due to good coordination between HPSS and WVI HQs in USA. The course facilitators had a very comprehensive and detailed plan which enabled synchronized events and timely execution especially during HEAT course.

The HEAT course was so intensive during practical phase and further required a lot of resources from HPSS. The HPSS is looking forward again to host next year WVI courses. The experience gained from hosting high profile WVI course is a demonstration that the HPSS is equal to the task with capability to support any type of courses within the spectrum of peace support operations to achieve their mandate in hostile environment.

**Major Chelelgo**  
HPSS

# IPSTC Contribution towards a Greener Kenya



*IPSTC staff transporting seedlings from dumping site to the planting zone.*

The reduction of forests cover has profound implication on the quality of life of people. Forests play a critical role in preserving land, conserving water resources, and human health, culture and education. They play a role in

Forest cover reduction can act as a threat multiplier for instability. The reduction of forest cover bring in its wake; flooding, drought, population displacement, outbreak of diseases and accelerated migration to cities as rural areas lose their productivity. It is the migration in search of the 'goodies' provided by adequate forest cover that may increase the risk of political instability and conflict in Africa contrary to popular belief that ethnicity is the primary driver of conflict in the continent. Ethnic diversity in Africa in fact may help the emergence of stable development as it necessitate inter- group bargaining process.

*Col Kenga with other members during the tree planting day.*



maintaining bio-diversity and in regulation of climate. They are a great sink of carbon dioxide which accounts for the majority greenhouse gases that accelerate global warming.

True to our Motto; towards global peace and stability; the IPSTC led by the Director Brigadier Robert Kabage took part in a tree planting exercise at Kona Baridi forest area in Ngong and within our campuses;-



*Karen and Embakasi.*

The five days exercise which began on the second week of April 2013 culminated with the tree planting on the 16th April 2013. The five days exercise involved the preparation of the seed bed and the ultimate planting of the seedlings. The entire IPSTC staff working in collaboration with Kenya Forest Services (KFS) personnel braved the chilly and smog filled weather to plant 2,585 tree seedlings at Kona Baridi.

*The cold, fog and mist did not deter the event.*



The break out of rain mid-stream of the planting exercise could not dissuade the committed staff of IPSTC in their resolve of greening the environment. The tree planting exercise was extended to our HPSS Embakasi campus where a total of 2,721 seedlings were planted. In total, the entire IPSTC staff and friends purchased and planted 5,306 seedlings as our contribution towards peace and security in the financial year of 2012/2013. Talk of early warning and preventive diplomacy!

**Maj Mwachinalo**  
Curriculum Design  
IPSTC



*Group photo of participants.*



# Prospects for Peace after the 2013 Kenyan General Election

The peaceful March 4 General election was a major turning point for Kenya's peace and security, given the regrettable events of 2008. This indicated that what happened in 2008 was more of an aberration than the norm in Kenya's politics. Though the elections faced a number of major technical hitches, the poll ushered a new era of democratic consolidation and the implementation of the new constitution. A number of structural changes have taken place since the implementation of the Kenya National Dialogue and Reconciliation agreement (KNDR) that brought the 2007/8 electoral violence to an end. The public has gained confidence in the reformed judiciary, considered the most reformed arm of government. Reforms in the security sector are on-going; with the police having a new Inspector General and Police Service Commission and Police Oversight Commission.

In the pre-election period of 2013, new conflict patterns emerged. The historical land and ethnic based clashes in the Rift Valley were absent since leaders of communities that were in conflict were joined in the hip by the ICC cases. This change demonstrates the significance of political players in Kenya's evolving conflict dynamics. Conflicts may have largely shifted from the national podium to the counties. Recent conflicts occurred in Moyale, Kuria and the Tana Delta. The Coast remains a potential conflict zone since structural causes of the onlicts in the area have not been addressed. The elections were dominated by two political party coalitions that amplified the political fault lines in the Kenyan political matrix. The National Alliance is a re-incarnation of Party of National Unity (PNU) in the

political sense. United Republican Party, URP adds a new dimension that defines the new found peace in the Rift Valley. Jubilee alliance in essence is reminiscent of the KANU under Jomo Kenyatta and Daniel Moi in 1966-78. This is the conservative wing of Kenya's politics. Coalition for Reforms and Democracy (CORD) still retains the Orange Democratic Movement, ODM left wing brand. The party stood to challenge political hegemony of the Kenyatta/Moi dynasty and its subsequent mutations. This political/electoral geography has potential for polarization and conflict. The IEBC and the Judiciary must continuously improve their independence and performance as a conflict prevention measure.

The ICC entry into Kenya politics may have tempered the voice of politicians. There were limited cases of hate speech and incitement of ethnic violence as it has happened before. IEBC had a herculean task of transmitting and tabulating the votes from thousands of polling stations in a transparent and efficient manner.

The police provided adequate security to IEBC to execute its mandate. Given the number of polling stations (about 33 000), the strength of the police were stretched to the limit. The Judiciary created special courts to deal with electoral disputes, an important initiative for the assertive Judiciary. The involvement of KDF in domestic security provision after policemen were killed at the Coast was an appropriate response. This means that the necessary measures were

*Voters queue to cast their votes during the peaceful Kenyan General election on 4th March 2013.*



put in place to facilitate civil/military coordination for enhanced security. The National Cohesion and Integration Commission (NCIC) must continue to monitor hate speech among the political players. As noted in the Kriegler report, ethnic mobilization and exclusion was a significant player in the 2007/8 electoral violence. The international community walked a delicate path in the election. The European Union, United Kingdom, United States and other Western countries had expressed misgivings about Kenyans electing an ICC suspect. Since this is exactly what the voters have done; this put the Western views in collision with the opinion of a significant constituency in the country. Given the reduced dependence of Kenya's economy to the West, these countries have less leverage on Kenya's political direction. Therefore, they need to respect the democratic will of the people and seek constructive diplomatic engagement with the new government.

The momentum for peace in the country was set in the KNDR agreement and was reinforced by the new constitution 2010. This political capital was harnessed to absorb the shocks of the general election. Kenyans kept the peace and braved the hot sun and the long queues to express their will and indeed they demonstrated that it is; 'Never Again' to the 2007/8 post-election imbroglio.

Joseph.mbugua@ipstc.org

**Joseph Kioi Mbugua**  
Researcher (IPSTC)

# ONE on ONE

With  
Col P O  
OTIENO



## Head of Peace and Security Research Department, IPSTC

**Q.** Sir, being one of your staff members, I would like to thank you for having found time to grant me this interview in my endeavour to let the IPSTC clients know what your department does.

**A.** You are most welcome.

**Q.** When and in what capacity did you join the International Peace Support Training Centre?

**A.** I joined IPSTC on 17 January 2013. I am currently employed as the Head of Peace and Security Research Department (PSRD).

**Q.** As the Head of Research, what are your duties?

**A.** I am mainly responsible for providing leadership and management in PSRD. I am also

responsible for strengthening relationship and maintaining institutional linkages with our partners and stakeholders in order to sustain IPSTC's relevance.

**Q.** Sir, how is your department organized?

**A.** PSRD is organized into two sections; Applied Research Section which is responsible for conducting research across the entire spectrum of peace operations and Curriculum Design section which is responsible for Curriculum Design and Development and Curriculum Validation, IPSTC Library and Training Management System of IPSTC.

**Q.** What is the relationship between Peace and Security Research Department and the

other two training platforms of the IPSTC?

**A.** PSRD is responsible for designing and reviewing training curricula for two training platforms of the IPSTC.

It is also responsible for validating the training and developing products related to training and education for these the two training platforms.

**Q.** How has the emergence of both the Eastern African and African Peace and Security Architecture influenced the operations of the PSRD?

**A.** The Peace and Security Research Department contributes towards the enhancement of regional peace and security through research and curriculum design, as envisioned in African Peace



and Security Architecture. This is done in close coordination with the Eastern Africa Standby Force Coordinating Mechanism (EASFCOM).

**Q.** One of the responsibilities of PSRD is to contribute to the production of knowledge related to peace and security policy issues in Eastern Africa. How do you realize this sir?

**A.** The Peace and Security Research Department contributes to the production of knowledge through the publication of applied research products; quarterly Issue Briefs and annual Occasional Papers. PSRD also produces quarterly Newsletter to complement the Issue Briefs. These products are produced by regional researchers from Somalia, Burundi, Uganda and Kenya. We are in the process of recruiting more from other countries in the Eastern Africa Region.

**Q.** Earlier on you mentioned that it is your department that ensures the production of research materials relating to peace and security issues in the region. Sir how do your researchers undertake this process?

**A.** The process of producing research publications involves developing the Research agenda (which is an inclusive consultative process), doing the field research, compiling and reviewing the report (which also is an inclusive consultative process) and finally disseminating the report.

**Q.** Is there any collaboration of your research work with experts

from other institutions dealing with peace and security issues?

**A.** As earlier mentioned, the department interacts a lot with regional academic institutions for the production of the research products. The department also organizes academic related seminars and symposiums in this regards.

**Q.** Two of your department's research products are the occasional papers and the issue briefs. Kindly expound the difference between the two.

**A.** Occasional Papers are demand led applied research papers aimed at informing the IPSTC training as well as policy on regional peace and security. Issue Briefs are short discussion papers which are also demand led but do not employ the same amount of academic rigor as occasional papers.

**Q.** Sir, is there anything else that your department is doing to assist IPSTC remain competitive in the world of PSO training?

**A.** Yes, we are in process of establishing an e-Library and modernizing our simulation system.

**Q.** Sir, there is a very common term used in IPSTC – "writing board". Briefly explain what it is and what is meant to achieve.

**A.** Writing Boards are working sessions involving PSRD Curriculum Design personnel and Subject Matter Experts (SME). They are designed to define the outline and the objectives of a training course for a given audience. They

produce learning plans for specific courses from which facilitator guides and lesson plans are drawn.

**Q.** The IPSTC Systems Approach to training is a brain child of the Research department. What is the system meant to achieve?

**A.** The IPSTC Systems Approach to Training is meant to ensure that the Centre constantly improves its capacity building efforts by developing a feedback mechanism through which its training programmes can be evaluated and up-dated.

**Q.** What are the future plans of the department?

**A.** To expand research capacity, enhance consistency with customer needs and develop updated and relevant training curricula.

**Q.** Sir, thank you for granting me this interview. It is quite fulfilling to get a glimpse of the role of PSRD in the world of peace and security issues. I wish you all the best in your future undertaking as the head of the department. Thank you very much sir.

**A.** Thank you and have a good day.

fmaina@ipstc.org

**WO I FREDRICK MAINA**  
Librarian – IPSTC

# A Farewell to IPSTC

It is sadness that I write what will be my final article for the IPSTC Newsletter as my three years at the Centre is quickly coming to an end. It is these times that soldiers around the world understand as one of nostalgia as we look back at the memories and at the same time feel excitement to the challenges that lie ahead with a new posting. As I prepare for my new job as the G4 of 36 Canadian Brigade Group, Halifax, Nova Scotia, Canada, I know that the memories I have made over my tour in beautiful Kenya will always stay strong with me for the rest of my life.

Logistics are the foundation of a successful peacekeeping mission; for without sound logistics preparations and planning, the operations will suffer. I feel proud that since joining IPSTC as the SO2 Logistic I have directed and/or been a Directing Staff on 21 logistics courses; 14 at the Centre and 7 outside; training 584 participants from around Africa and Jordan. The feel of closing day of each course will always be one of my favourite memories when the participants and directing staff get together over nyamachoma and reflect about the learning that contributed to their professional understanding of logistics while saying goodbye to the new friends that were made. One of the most satisfying part of the job for a trainer is to hear from a former course participant saying that what he or she learned in our course was helping them be better at their job at their home unit or in a mission. To mentor multi-national syndicates comprised of Army, Air force, and Navy personnel as well as police and civilians was an extreme privilege that not many Canadian Armed Forces member will have the opportunity to do and for that I am very grateful. I take away a great sense of accomplishment that I was blessed with an opportunity to contribute to IPSTC's crest of "Towards Global Peace and Security".



*Major Rod Little at the HPSS Amani next to "The Joe".*

To Brigadier Kabage, I thank you for your support since becoming the Director of IPSTC and your dedication to capacity building in the area of Logistics training. I will never forget our conversation where I expressed my concern that I had not done enough to ensure that the facilitator experience level of the PSO and AMISOM Logistics courses were sufficient, should the Canadian Major be unable to support an event. You took immediate action by posting in a Logistics Officer (one that I recommended) to provide redundancy in Logistics training expertise. Since that time there has been another fine Officer, Major Kenny Miriti, who also has taken the reigns of the Logistics curriculum and conducted an all-Kenyan participant/DS course just this last March. I also appreciated your willingness and efforts to pass on your experiences to the Logistics courses through classroom lectures.

As Head of Training Support, I have watched our staff hone their skills to a professional level second to none. In 2013, the PCSS training support staff will have courses in the school for 47 of the 52 weeks; an incredible pace that takes dedication to be successful. There are many staff behind the scenes making our events go smoothly but I should single out WOII Elias for his excellent support along with Dolphine, Joanne, Liz, Maggie, the finance staff, and course clerks - all who have worked so hard and so well with me over my tour. I am sure that the friends I made here will remain with me for the rest of my life.

I would be remiss if I did not thank the previous Director, Brigadier Kibochi. I fondly remember once asking if my kids who were visiting from Canada could come by the Centre to see where their father works and he replied quote, 'you don't need my permission to bring your family to the Centre. This is your Centre and you should feel free to bring them over any time'. As a Canadian Officer serving thousands of kilometres from my family and country this meant a great deal to me and my sense of belonging.

I wish to recognize the UNSOA training team and especially Patrick Duah and Eliane Kabwa for their friendships and excellent cooperation in training AMISOM Officers during their pre-deployment to the mission. Knowing that most, if not all, participants were either going to or from the mission provided great motivation towards the conduct of these 11 courses. Hearing that the training was having a positive effect on the ground was fantastic.

I will miss the amazing travel opportunities that were given to me during my tour both on duty and on leave. The beauty of the Kenyan coast and majesty of the Maasai Mara and its wildlife are simply indescribable to this Canadian.

I know that I will leave a part of me to IPSTC, Kenya, and the wonderful Kenyan people that have made such a lasting impression on my life and career. God Bless and good luck to all. I do hope to see you again.

**Major Rod Little - DMTC Canada**



# All Good Things Eventually Come to an End

This is my opportunity to reflect back on the last two years as a Canadian Army Officer seconded to the International Peace Support Training Centre (IPSTC) as part of the Canadian Armed Forces (CAF) Military Training and Cooperation Program (MTCP).

During my tenure, IPSTC has undergone significant infrastructure, material, human resources and training delivery changes. The last two years has seen a steady increase in both courses and participants throughput. This increase has for the most part been matched with an increase in human resources at the Centre in particular within the Peace and Security Research Department. A culminating point saw the Curriculum Design Team manned to 11 persons – making it one of the largest sub-units within the Centre.

I had the opportunity to fill a number of positions within the Centre, finally coming to rest as the Head of Curriculum Design. A new and diversified Curriculum Design team consisting of Kenyan, regional, and international staff from both the civilian and military dimension undertook some of the biggest challenges in the Centre in so far as future capacity and capability building were concerned. Conceptualizing and staffing of such initiatives such as the Mobile Training Team (s), Mobile Evaluation Team (s) and the Collaborative Master of Arts Program focused on Peace and Security are just three initiatives that will help elevate the Centre to new levels – clearly distinguishing it as a leader among Peace Support Operations Training Centres.

Establishing new and solidifying existing professional and institutional relationships was my



proudest achievement. New partnerships were developed between the Canadian Armed Forces Directorate of Military Training and Cooperation (DMTC) – the implementing institution of the MTCP, and the German Development Corporation (GIZ);

between DMTC and the British Peace Support Team (East Africa); between DMTC, the African Union, the IPSTC, GIZ and the European Union to enable the development, and delivery of multidimensional and cross-cutting PSO training that mitigated the national engagement and funding restrictions of partner programs.

Strengthening the relationship between the IPSTC and the Eastern Africa Standby Force Coordination Mechanism (EASFCOM) will also stand out as an accomplishment that I had a minor albeit important role, in particular regarding the progression of EASF towards Full Operational Capability through the two significant training events: the Command Post Exercise (CPX 2011), and the Field Training Exercise (FTX 2013).

Making life-long friends was my most enjoyable experience. I have had an opportunity to meet, interact and work with some of the finest people. I will cherish the times together, never forget the memories and hopefully be able to continue long-distance friendships far into the future.

I wish the entire team at the IPSTC, BPST (EA), and EASFCOM the very best in the future as they harmoniously move towards our collective goal of peace and security in the region.

I would like to conclude with wishing my successor, Major Jeff Allen and his wife Judy, the very best as well and hope that they enjoy their time in Kenya and at the IPSTC as such as I and my wife have.

**Major Kevin Baker**

**Outgoing Head of Curriculum Design**

# ONE on ONE

With  
Lt Col JB  
BEAUDOUX

## Chief of Staff - IPSTC



**Q.** Sir, I would like to start by thanking you for having found time to grant me this interview.

**A.** You're welcome.

**Q.** When did you join the International Peace Support Training Centre?

**A.** On 22 August 2010.

**Q.** Had this been your first visit to Kenya?

**A.** Yes, even my first experience in an Anglophone African country.

**Q.** What was the most memorable thing that you encountered upon your arrival at IPSTC?

**A.** After having been in other places in Africa before, I was

impressed by the quality and good maintenance of IPSTC facilities.

**Q.** Sir, which country do you hail from?

**A.** I'm from France, but I spent more time in Africa than in France over the last 15 years.

**Q.** Have you participated in peacekeeping missions?

**A.** No. When I was posted in French military units I participated in operations in Africa, but not any peacekeeping mission.

**Q.** Sir, could you kindly mention some of the missions you have taken part in?

**A.** Yes, "Barracuda" Operation in Central African Republic in

1982, Multinational Security Force in Beyrouth in 1983, and "Epervier" Operation in Chad in 1987.

**Q.** It's my belief that as a French Officer, you have had opportunities to travel widely. Without being biased, how do you rate the institution in comparison to institutions of the same cadre?

**A.** I immediately rated IPSTC as one of the best institutions I have visited, with a huge potential. I have been committed to the work of IPSTC over the last three years, in order to contribute to the growth of the Centre, to valorize its potential and the Partners' investment as well as to make it known all over the world.



**Q.** From the IPSTC website, I gather that you have specialized in African geopolitical issues. Could you kindly elaborate on this?

**A.** After 15 years in Military Units, I joined the Ministry of Defence/International Relations Directorate and have been working for 15 more years in French Embassies in Africa or in Paris as an Analyst or Advisor on African geopolitical issues. This enabled me to travel in Francophone Africa, to meet many Ministers and some Presidents who honoured me to become my friends.

**Q.** Sir, what are the duties of the Chief of Staff at IPSTC?

**A.** IPSTC Chief of Staff is a super-coordinator, in charge of ensuring the harmonious and effective implementation of the Director's concepts and instructions as well as Partners' projects. This requires one to have a deep understanding of the functioning of the Centre, a permanent oversight on all activities (Research, Training, Finance, and Communication) and a very reactive and responsive liaison with the Partners.

**Q.** The courses run at IPSTC are sponsored by various countries and organizations. Sir, as one of the administrators of the institution, how do you bring these sponsors on board?

**A.** As my work is commercial I would be struggling to beg for sponsorship if we had nothing to sell. Fortunately, bringing sponsors on board is easy in IPSTC. We just need to organize a visit of the institution for a Defence Attaché, first in Karen and then in HPSS Peace Support Operation Village, he will inevitably be as impressed as I was when I arrived, and he will then endeavour to convince his Ambassador to come and visit the institution. While visiting the Centre, most of the diplomats immediately understand the role and impact of IPSTC in Regional Peace and Stability. And because many Governments want Eastern Africa to be stabilized and to develop, they are keen on sponsoring IPSTC contribution to Regional Peace and Security through capacity building.

**Q.** Who determines where to get the course participants?

**A.** As IPSTC is the only Centre of Excellence in Eastern Africa Region; it is our duty to train Eastern Africa Standby Force participants from the three components (Civilian, Police and Military). This is why the Policy of the Centre is to allocate on average 70% of the courses slots to Eastern Africa region. Then, in order to be open to other countries and to network with the Peacekeepers and Peace builders from all over the World, we keep 30% of

the slots for the rest of Africa and outside Africa. Sometimes the Sponsors require that we allocate some slots to some specific countries, sometimes we receive requests from UN or AU Missions or Governments. At the end of the day, it is the Director who decides about the distribution of the slots, following training needs and priorities.

**Q.** What is the relationship between IPSTC and EASFCOM?

**A.** The relationship between IPSTC and EASFCOM is natural, permanent and harmonious. Natural, because it is IPSTC duty to respond to EASF training needs, to provide training, education and intellectual input to the Member States who deploy Troops, Police and Civilians in UN and AU Mission in the Region. Permanent; because of the proximity and daily accessibility to discuss new concepts, coordination and planning of joint activities. Harmonious; because of the very good inter personal relationship between the Directors of both organizations and their Staff.

**Q.** Sir, the institution is putting up a research and simulation complex. Of what value will this complex be upon its completion?

**A.** The Research Department has grown over the last years and its staff and researchers

are spread all over the Centre and are lacking offices and desks. Having them gathered in the same building will enable more interaction and efficiency. Besides, this complex will host a Simulation Centre, dedicated to Computer based Training and Computer assisted Exercises, in addition to the traditional courses. What's more, this building will host a new Library and this could enable PCSS to convert the current Library into a Gym for IPSTC staff and participants.

**Q.** IPSTC has an ultra-modern PSO village located at the Humanitarian Peace Support School. Sir, do you think the facility is fully utilized and if not how are we to achieve maximum use of it?

**A.** The IPSTC PSO village isn't fully utilized yet. I assume it will be more and more utilized as new activities are introduced. What's more after the 500 Police training and exercise that will take place in the village from 16 to 27 September 2013, one hope that Observers coming from other countries may see interest of organizing realistic training in PSO Village in the future. In order to optimize this facility, IPSTC could develop its own Hostile Environment Awareness Training curriculum including many realistic demonstrations and exercises, to be proposed to NGOs and Firms eager to train their

personnel before sending them to the field.

**Q.** It is evident that the number of courses run in this Centre has considerably risen over the last two years. Sir, what can you attribute this to?

**A.** It's a question of Confidence. The increase in the number of courses comes from the commitment of IPSTC Staff and the Partners financial support. As IPSTC demonstrated its capacity to run properly more and more courses through good financial management, facilities maintenance and allocation, administration, logistical support and planning, the Sponsors have confidence in the ability of the Centre to deliver and are keen on funding more and more activities.

**Q.** Sir, there is a mushrooming of Peace Support Training institutions in this region. What makes IPSTC different from the rest and what are we doing to remain relevant?

**A.** There are already many Peacekeeping Training institutions in Africa, most of them at national level. What makes IPSTC different is that it is a regional Centre of Excellence recognized by the African Union besides five other Centres on the Continent. This Centre of Excellence qualification comes from the capacity to design course curricula, to manage applied research, to

publish Occasional Papers, Issue Briefs and Facilitator Guides as well as to share intellectual input within academic world, multinational organizations and other Centres. But IPSTC has also two assets that make it unique:

- **As it comprises two Schools,** it has the capacity to deliver the whole spectrum of PSO related courses, at Tactical, Operational and Strategic level, for a total of 37 different sorts of courses;
- **Its PSO village is a unique facility on the continent** that can be of benefit to participants, troops and formed Police units from other countries.

The Sponsors don't want to fund duplication. They are keen on sponsoring new capacities in other Centers (for instance Maritime skills) but as long as IPSTC maintains its current standards it is unlikely that they will fund exactly the same activities elsewhere, what's more if the institution is able to assist other Centres through Mobile Training Teams.

**Q.** Does IPSTC collaborate with other institutions dealing in Peace and Security issues with a view of sharing new knowledge from the field?

**A.** Yes, IPSTC is a member of the African Peace Support Trainers' Association and of the International Association



of Peacekeeping Training Centres, and in the framework of these associations has developed relationship with tens of institutions and multinational organizations. This collaboration enables to get relevant subject matter experts and facilitators, to share strategic views, field statements, feedback on Training needs and to harmonise training standards.

**Q.** What is the projected number of courses that the institution is geared to run this year?

**A.** The IPSTC has already secured 103 courses in 2013 and its facilities are almost full until 14th December 2013. There is still possibility to accommodate 4 or 5 courses if necessary, but not much more.

**Q.** Sir, from your long experience as the Chief of staff, what is the one thing that you would like to be done in IPSTC so as to take the institution to the next level?

**A.** We have already done a lot over the last 5 years, thanks to the vision of Brigadier Kibochi, the determination of Brigadier Kabage to go ahead with ambitious concepts and the commitment of IPSTC staff to implement these concepts. The signing of IPSTC Memorandum of Cooperation (MOC) by six Governments and UNDP in June 2011 was a critical step in the building of

this institution, which enabled it to become autonomous from a financial point of view. Recently, the Centre has sent a Mobile Evaluation Team to South Sudan to collect information on training impact and needs and will send two other teams to Somalia, which will enable the Centre to respond to the target Missions and Governments requirements. By the end of this year, a Mobile Training Team will be sent either to the AU or to another Centre, to assist training. The next step might be to partner with a University in order to provide practical training sessions to students in Master programme. The Head of Research and his team are already managing a study about this and I have no doubt they will come up with a relevant proposal next year.

**Q.** What is the future of IPSTC as a Regional Centre of excellence?

**A.** IPSTC is meant to become the big brother for other PSO training centres in the Region, assisting them if necessary or if requested and contributing to regional capacity building. Its unique training village could become a regional training area dedicated to enhance inter-operability through a common training of various contingents, or to enhance Civil-Police-Military coordination in the field through integrated exercises.

**Q.** Sir, is there anything else that you would like to say on IPSTC?

**A.** Yes. IPSTC is a family and its successes are the result of the efforts of all the committed members of this family, from the gardener to the Director. This successful family is multicultural bringing together Kenyans, Regional researchers and International staff. This is definitely an asset for cross cultural fusion of knowledge and working methodologies. I am proud to be part of this family.

**Q.** Sir, I once again thank you very much for your in-depth elaboration on how IPSTC operates and I believe that this will endear our clients to the good work that the centre is doing for the service of humanity.

**A.** I assume our Partners already appreciate what the Centre is doing, and this is why we are requested to host or organize so many courses and research activities.

**Q.** I wish you all the best in your future endeavours.

**A.** Thank you, I'll miss IPSTC, Kenya and Kenyans.

**WO I FREDRICK MAINA**  
Librarian – IPSTC

# IPSTC Third Quarter Course Calendar 2013



## Peace and Conflict Studies School (PCSS)

| S/No | Event   | Description                         | Target Audience  |
|------|---|-------------------------------------|--|
| 1.   | AMISOM Force HQ<br>01-26 July 2013  | 26 days course funded by ACOTA      | Selected individuals who are serving or will be serving as staff officers at the Mission HQ in AMISOM  |
| 2.   | AMISOM Logistics<br>29 July-09 August 2013                                    | 12 days course funded by UK UNSOA   | Logistics officers or potential logistic officers from Eastern Africa earmarked for AMISOM   |
| 3.   | Rule of Law<br>29 July-09 August 2013   | 12 days course funded by UNDP/Japan | Multi-dimensional Staff who are serving or will be serving in staff positions with EASF, peace operations, RECS/REMS and missions                    |
| 4.   | E A Regional EX Cutoff<br>12-16 August 2013                                   | 5 days course funded by USA Navy    | Selected members of EASF   |
| 5.   | Human Rights for RSS<br>19-29 August 2013                                     | 11 days course funded by UNDP Japan | Multi-dimensional Staff to be deployed to missions   |
| 6.   | Human Rights<br>19-29 August 2013   | 11 days course funded by UNDP Japan | Selected members of regional organizations with portfolios dealing with peace and security and member states   |
| 7.   | Protection of Civilians<br>02-13 September 2013                               | 12 days course funded by EU         | Multi-dimensional Staff serving in staff positions with regional organizations or missions   |
| 8.   | Media in PSO<br>02-13 September 2013  | 12 days course funded by UK         | Multidimensional staff serving or who will be serving with regional organizations in a PSO environment as Public information officers                |
| 9.   | Conflict Analysis and Prevention<br>16-27 September 2013                      | 12 days course funded by UNDP/Japan | Practitioners working with peace and security organizations in the area of conflict prevention   |
| 10.  | Governance, Diplomacy in Peace and Security<br>16 September - 13 October 2013 | 25 days course funded by GIZ        | Middle level management and practitioners working with Government institutions, Regional and sub-regional organizations and peace support operations |

## Humanitarian Peace Support School (HPSS)

|     |   |                                     |  |
|-----|---|-------------------------------------|--|
| 11. | DDR<br>01-12 July 2013                                | 12 days course funded by UNDP/Japan | Multidimensional staff to be employed to the DDR function of a peace operation   |
| 12. | Security Management<br>01-05 July 2013                | 5 days event funded by RED-R UK     | RED R staff  |
| 13. | Human Rights for Somalia<br>08-19 July 2013           | 12 days course funded by UNDP/Japan | Practitioners or potential practitioners of Human rights in a Somalia  |
| 14. | KENBAT South Sudan<br>08-20 July 2013                 | 13 days course funded by UK         | Selected members of the KDF to serve in South Sudan Mission  |
| 15. | KENBAT South Sudan<br>22 July -07 August 2013         | 17 days course funded by AFRICOM    | UN staff being deployed to Mission   |
| 16. | SALW<br>15-19 July 2013                               | 5 days course funded by UNDP/Japan  | Selected individuals (civil, military and police) serving in various positions within regional organizations or peace support operations |
| 17. | SSAFE<br>22-25 July 2013                              | 4 days course funded by UNDSS       | UN staff being deployed to Mission   |
| 18. | UN police officer course (UNPOC)<br>05-16 August 2013 | 12 days course funded by EU         | Policing component of a Mission  |
| 19. | SSAFE 12-15 August 2013                               | 4 days course funded by UNDSS       | UN staff being deployed to Mission   |
| 20. | EOD<br>12-30 August 2013                              | 19 days course funded by AFRICOM    | Qualified combat engineers and civilians working with demining agencies as deminers.   |
| 21. | AMISOM Force HQ<br>19 August-13 September 2013        | 26 days course funded by ACOTA      | Selected individuals who are serving or will be serving as staff officers at the Mission HQ in AMISOM                                    |
| 22. | SSAFE<br>02-05 September 2013                         | 4 days course funded by UNDSS       | UN Staff being deployed to mission   |
| 23. | SALW For Somalia<br>09-13 September 2013              | 5 days course funded by UNDP/Japan  | Selected members serving or earmarked for service in Somalia peace and security network  |
| 24. | SSAFE<br>15-19 September 2013                         | 4 days course funded by UNDSS       | UN Staff being deployed to mission   |
| 25. | Police PSO Mission<br>16-27 September 2013            | 12 days course funded by EUPST      | Policing component of a Mission  |

## Peace and Security Research Department (PSRD)

|     |  |                                      |         |
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| 26. | Research on Occasional papers and Issue briefs for Somalia August 2013 | A 16 days event funded by UNDP/Japan | Somalia |
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