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A Birds Eye view: IPSTC Contribution to Security Stabilization in Eastern Africa

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COVER PICTURE: POC demo at HPSS, Embakasi, Nairobi

A Birds Eye view: IPSTC Contribution to Security Stabilization in Eastern Africa



Another fruitful year has come to an end, a year that has been marked by remarkable achievements in various endeavors by the International Peace Support Training Centre (IPSTC). Central to our achievement was the selfless devotion of our members of staff to our mission and core values: Integrity, Accountability, Professionalism, Excellence and Trust. Indeed their efforts enabled IPSTC to uphold and sustain its standing as a Center of

Excellence within the Eastern Africa region. A lot has been achieved in the year 2013; conduct of field research, delivery of training courses, organization of workshops and symposiums, conduct of Mobile Evaluation and Mobile Training and Training Needs Assessment, among others.

To underscore some of the achievements, the Centre conducted field research across Eastern African countries

of Burundi, Democratic Republic of Congo, Rwanda, Uganda and Somalia. This led to the publication of several research papers amongst them eight Issue briefs and seven occasional papers. This will greatly contribute to the regional policy on peace and security as well as inform the training programmes of the IPSTC.

The Centre also conducted Mobile Team Training (MTT) on Exercise planning in Addis Ababa, Ethiopia in preparation for Exercise Amani Africa II. In addition a Mobile Evaluation Team (MET) visited Juba and Mogadishu (AMISOM) and evaluated the impact of IPSTC training in the field. This was critical in obtaining direct feedback for the validation and enhancement of IPSTC training. Equally important, was the success of the Training Needs Assessment (TNA) in Somalia which will assist the Centre to tailor its curriculum to best address their needs.

Through the two training platforms of IPSTC, PCSS and HPSS, the Centre succeeded in the training of military, civilian and police components not only in Eastern Africa, but also from Africa and the rest of the world. As



IPSTC team conducts mobile evaluation of AMISOM

a result, more than 110 courses were run in the Centre, with over 3300 participants trained on diverse issues across the entire spectrum of peace support operations: conflict prevention, conflict management and post conflict recovery. The Centre also conducted customised training and capacity building specific to Somalia and South Sudan.

The theme for this quarter newsletter, A Birds eye View: IPSTC Contribution to Security Stabilisation in Eastern Africa is based

on our relentless efforts in building capacity of peace and security in the Eastern Africa region. Towards this end, IPSTC has provided knowledge and skills on critical issues of concern in the region such as Security Sector Reforms, Rule of Law, Small Arms and Light Weapons, Human Rights, Sexual and Gender Based Violence, National Dialogue and Reconciliation, and Protection of Civilians, among others.

IPSTC expresses profound gratitude to the Governments of Australia, Belgium, Canada,

Denmark, Germany, Japan, Kenya, Netherlands, UK and USA for their generous contribution in funding the Center's activities and providing strategic guidance. The Centre looks forward to continued fruitful collaboration with them in the coming year 2014. We also welcome other stakeholders to join and partner with us in the noble cause. IPSTC is set to face the New Year with renewed vigour and determination.

To the staff of IPSTC, I must say that I appreciate all of your great work this year; it is because of your commitment, that I have such great confidence in our future. Please enjoy some well-deserved rest with family and friends during this holiday season, and let's get right back on time in 2014 for the task ahead.

Finally let me take this opportunity to wish all the staff, friends and partners of IPSTC a Merry Christmas and a Happy and Prosperous New Year 2014. Thank you and May God bless you all.

Asanteni sana!

Brigadier Kabage
Director, IPSTC



IPSTC researchers conduct interviews in Somalia

IPSTC's Research Activities in 2013

The Peace and Security Research Department (PSRD) of the International Peace Support Training Centre (IPSTC) has the mandate of producing and disseminating knowledge on emerging peace and security issues in Eastern Africa. Its primary responsibilities include the delivery of Applied Research products, Curriculum Design and Evaluation, and Library Services. In terms of Applied Research, PSRD focuses on policy issues related to Conflict Prevention, Conflict Management and Post-Conflict Recovery initiatives and contributes knowledge to the emerging Eastern African Peace and Security Architecture. In terms of Curriculum Design and Evaluation, The Department is responsible for institutionalizing the IPSTC "Systems Approach to Training" as a mechanism that ensures continuous improvement of IPSTC products. The Department also, designs and develops courses conducted in both IPSTC training platforms (the Humanitarian Peace Support School and the Peace and Conflict Studies School) within the IPSTC Training and Education



Framework. The training focuses on Peace Support Operations (PSO) and the African Peace and Security Architecture, specifically addressing the Eastern Africa Region needs.

In the year 2013, the department's activities greatly contributed towards IPSTC's efforts in capacitating individuals and organizations in PSO within the Eastern Africa region, hence the theme of this newsletter; A Birds eye View: IPSTC Contribution to Security Stabilization in Eastern Africa. In 2013, PSRD organized a Research Agenda and Somalia National Dialogue and Reconciliation workshops and produced The

Research Agenda 2013; designed and customized Training Curricula and produced Facilitator Guides; conducted Field Research in Eastern DRC, Puntland, Hergesia and Mogadishu; conducted Mobile Training in Addis Ababa-Ethiopia; conducted Mobile Evaluation and Training Needs Assessment in South Sudan, African Union Mission in Somalia (AMISOM) and Somalia and published Occasional Papers, Issue Briefs and Quarterly Newsletters. Grouped together, these activities contributed towards stabilization of Security in the Eastern Africa Region by providing insights into pertinent peace and security issues that are useful to policy makers and hence contribute to the ongoing debates and praxis on peace and security in the region. They enabled the design of training curricula to PSO, contributed to the debate towards the enhancement of regional peace and security and enabled individual, organizational and societal capacity building in region.

The workshops provided a forum for setting the

department's yearly agenda and bringing together individuals and organizations interested in regional peace and security to discuss and contribute towards peace and security. This presented a crucial step in ensuring that IPSTC continued to meet the research, training and education needs of the Eastern African region.

The IPSTC 2013 Research Agenda captured a broad spectrum of peace and security issues currently daunting the Eastern Africa region. Some of the topics covered included protection of civilians, reintegration of child soldiers, environmental security, women peace and security, international negotiations, inter-communal conflicts, electoral violence, peace support missions, peace education, conflict sensitive media, disaster management and alternative disputes resolution mechanisms. Gender, youth and vulnerable groups were incorporated as cross-cutting issues in all the research topics bearing in mind the specific impact that conflict has on these groups. The research covered the Eastern Democratic Republic of Congo (DRC), Rwanda, Burundi, South Sudan, Kenya, Uganda, Ethiopia and Somalia. A total of thirty four topical areas of study were identified. From the agenda the department has published eight Issue Briefs with sixteen articles on Eastern Africa - eight papers on Somalia and eight on the rest of the region, seven Occasional Papers - four on Somalia and two on the Eastern Africa region. A symposium was held on 17 October 2013 to peer review the developed research



IPSTC Researchers Listen keenly to contributions from the team of experts during the Research Agenda Workshop



**Official Launch of IPSTC
2012 Publications by
Madam Maria- Threase
Keating UNDP Country
Director**

papers before publication. The symposium provided a forum for the research team to present their research findings in the presence of a diverse group of peace and security experts.

In Curriculum design the department undertook four key activities; customization of courses for Somalia, design of new courses, development of facilitator guides and field validation of IPSTC courses. Since 2013 the centre was focused on developing capacity for conflict management in Somalia, there was need to customize existing generic courses to meet the unique requirements of Somalia. By engaging experts, the curriculum design team convened writing boards to incorporate elements specific to Somalia in the Human Rights, Protection of Civilians and child Protection courses. It also developed the Small Arms and Light Weapons Course for Somalia. The ever changing peace and conflict environment dictates that the Centre keeps abreast with emerging issues. For this reason the department embarked on the development of new courses which included the Disaster Management,

Child Protection and Small Arms and Light Weapons courses for Eastern Africa region participants. The development of the Small Arms Course was done in conjunction with experts from the Regional Centre on Small Arms (RECSA), the Kenya National Focal Point on Small Arms and Light Weapons (KNFP) and Kenya Action Network on Small Arms (KANSA). The Centre has initiated the process of developing Disaster Management Course for the Eastern Africa region in collaboration with disaster management specialists from Booz Allen Hamilton Inc. USA and United States Africa Command (US AFRICOM).

As a Centre of excellence in peace support operations training and education, IPSTC aims to develop facilitator guides for each of the courses designed by the Centre. These guides provide comprehensive information on tools, methods and techniques for delivering training and assist the facilitators better understand the course content and activities. In 2013 the curriculum design team in conjunction with various subject matter experts developed eight

facilitator guides for the Civil Military Coordination Course (CIMIC), the Correction Course, the Protection of civilians Course (POC), the Child protection Course(CPC), the Small Arms and Light Weapons Course(SALW), the Rule of Law Course and the Disaster Management Course(DMC).

The IPSTC employs the Systems Approach to Training (SAT) to ensure that training offered at the centre continues to remain relevant and responsive to regional PSO needs. Essential components of the SAT involve Training Needs Assessment (TNA), evaluation and validation. It is for this reason that the curriculum design team conducted TNA, evaluation and validation of IPSTC Courses in South Sudan, AMISOM and the rest of Somalia.

2013 has truly been a year of achievements for the department. The activities have solidified IPSTC's training and research programmes and helped the Centre gain greater insight into its potential. The Peace and Security Research Department sees a busy 2014 in which focus will be on mobile training in

Somalia and South Sudan and where research, training and education will emphasize on Post-Conflict Reconstruction Programmes; Security Sector Reforms, Rule of Law, Human Rights, Sexual and Gender Based Violence, Disarmament, Demobilization and Reintegration, Governance and Management, among others. The Peace and Security Research Department is looking forward to moving into its new research complex building soon and aims to establish Master in Peace and Security Studies Programme for the Centre by 2015 as well engaging more partners, especially the UN Women and getting on board more regional and international staff.

The PSRD activities in 2013 and publication of this newsletter were supported by the Government of Japan through UNDP Kenya. The department continues to be grateful for this support and hopes that it will continue to ensure security stabilization will soon be achieved in the Eastern Africa region.

**Col P O Otieno
Head of Research
IPSTC**

IPSTC Symposium 2013



Group photograph of symposium participants at HPSS Embakasi

IPSTC held a successful Symposium at the Humanitarian Peace Support School (HPSS) on the 17th October, 2013. This was the fourth event of that nature at IPSTC. The Director, IPSTC welcomed all participants to the 2013 Symposium stating that it was an important phase for the Centre's Annual Research Agenda. He noted that the research was enhanced by collaboration with Hargeisa based Observatory for Conflict and Violence Prevention (OCVP), an NGO based in Hargeisa, which engaged Somalia citizens to collect

data on the ground. He further invited the experts to review the findings and ultimately help ensure that the final products were of high quality and standards. He hoped that the products of the symposium would go a long way to address peace and security in the region. He finally thanked everyone, and in particular the discussants for creating time to attend the event.

The symposium was also graced by His Excellency, Tatsushi Terada, the Ambassador designate of Japan Embassy in Nairobi, who noted that the government of Japan has

been collaborating with IPSTC to support research in peace and security in the region since 2009 and looked forward to a healthy working relationship with the Centre.

Five researchers presented seven occasional papers, two of them dealing with Eastern Democratic Republic of Congo (DRC) and five dealing with the conflict in Somalia. The 2013 theme was: Enhancing Capacity for Conflict Management in Eastern Africa/ Somalia. The research theme and topics for the year 2013 were dedicated to the prospects

of enhanced conflict management in Eastern Africa, especially Somalia and its impact on regional security.

The symposium brought together subject matter experts and practitioners in peace and security from the region. IPSTC Symposium is designed to enrich research products through review of the papers by subject matter experts in the field of peace and security. The forum also offers an opportunity for regional researchers to share their knowledge and experience in critical peace and security issues in the region.

IPSTC Director Participates in a Protection of Civilians (POC) Workshop in New York

On 8 Nov 13, the Director of IPSTC, Brig Kabage was invited to be part of a panel assessing the progress in the implementation of Protection of Civilians (POC) mandates in Peacekeeping Operation in New York. This Workshop was jointly hosted by the Permanent Missions of Australia and Uruguay. The theme of the workshop was "Protection of Civilians in UN Peacekeeping: Assessing progress and addressing emerging challenges."

The workshop revealed the developments that had taken

place over the last five years since the outcome of the Department of Peacekeeping Operations (DPKO) and Office of the Coordination of Humanitarian Affairs (OCHA) Independent Study on POC in 2009 that highlighted the Successes, Setbacks and remaining Challenges in the implementation of POC tasks in peacekeeping operations.

The director delivered a presentation on POC training that has been developed by IPSTC and provided feedback on the challenges experienced



The research carried out by the Research Department of IPSTC is meant to produce knowledge in peace and security that can inform policy making in the region and also to assist in the design of training curricula of peace support operations. The training and research undertaken cuts across the broad spectrum of conflict; from prevention, management and post conflict recovery. IPSTC is a key peace and security training institution that collaborates with partners all over the world.

The following occasional papers were presented by IPSTC researchers during the Symposiums:

- **Drivers of Insecurity in Somalia: Mapping the Contours of Violence in Somalia**, by Joseph Kioi Mbugua.
- **Security Sector Reform / Development in Somalia**, by Ms. Nancy Muigei
- **A Ray of Hope?: AMISOM in Somalia**, by Lt Col Donatien Nduwimana.
- **Protection of Civilians: A Case of IDPs in Somalia**, by Ms. Laura Murithi.
- **Children at Risk: Protection**



IPSTC researchers listen keenly to opening address during the symposium

of Children in Somalia, by Martin Okwir.

- **Cross border Insecurity in the Eastern Region of DRC**, by Joseph Kioi Mbugua.
- **Reintegration of Child Soldiers in the Democratic Republic of Congo**, by Lt Col Donatien Nduwimana.

The following issues were deemed to be critical for improving the research products.

- Engage technical advisors to guide researchers at every stage of the research process.
- The papers should include an abstract to enable policy makers get the wider picture without going through the whole document.
- The researchers should

bring out the statement of the problems clearly.

- Research objectives should emanate from the variables identified in the statement of the problem.
- The gap of the research must be captured in the findings.
- Somalia research should examine how local communities and structures can be used to manage the conflict.
- There is need to marry theory with practice, as such research should be less on secondary data and more on primary data.
- Recommendations should not be ambiguous but clear on who is to do

what.

- The research papers should propose specific areas of capacity building that are feasible.
- There is need for a communication strategy to disseminate the research results.
- It is important to highlight areas for further research.

The researchers have since incorporated the recommendations and the editing process is ongoing as the papers are due for publication before end of the year 2013.

Joseph Kioi Mbugua
Researcher, IPSTC



Director IPSTC Brig. Kabage presenting a lecture on POC course Development and Training at IPSTC during the NewYork workshop

in delivering POC training in the Eastern Africa Region. He called for closer collaboration between DPKO and the regional Peace Support Training Centres of Excellence like IPSTC to ensure that relevant, consistent and updated training was delivered at all stages of the POC training process.

The workshop comprised two panels. The first panel included the Ambassadors of Australia, Uruguay, the Director IPSTC, The Special Representative of the Secretary General on Children and Armed Conflict, a Senior POC Adviser in UNMISS and the Deputy

Chief, Policy and Best Practices Service in DPKO. The second panel included the Deputy Military Adviser in DPKO, the Permanent Representative of Pakistan to the United Nations and the Director, Policy Development and studies for OCHA.

In regard to training, the Workshop adopted a resolution calling for closer training collaboration between all agencies involved in POC mandates implementation, from the UN Headquarters to Training Institutions and the field missions.

Brig Kabage
Director, IPSTC

A Path to Higher Education: IPSTC Masters in Peace and Security Studies

Africa has in most instances provided a platform for repeatedly testing the capability and political resolve of the UN Security Council. Globalisation, in turn, has forced a re-examination of the concept of security, since threats now transcend state borders. This, to an extent, has informed the deployment of almost a half of the global Peace Support Operations in East Africa, African Mission in Somalia (AMISOM) being the latest of such efforts. The need for African States to take greater degree of responsibility for promoting peace and security in the continent is becoming evident. The International Peace Support Training Centre (IPSTC) is an effort by Africa and the International

Community to address insecurity by enhancing operational capacity for peacekeeping through training, education and research for the benefit of military, police and civilian personnel in all aspects of peace operations. The centre's programmes work towards improving the effectiveness of the international response to complex emergencies.

Over the years, IPSTC has offered integrated and multidimensional training and education towards building capacity of local, regional and international organizations and institutions engaged in peace and Security. The Centre continues to evolve as an institution as it adapts to the ever changing peace and

security environment. This strategy has enabled it to play a critical role in ensuring that the peacekeepers have both the theoretical foundation and practical skills to deal with the complexities of conflict experienced in the Eastern African Region. In this regard, the Center has undertaken the task of developing Master of Arts Program in Peace and Security Studies as an important step towards creating a more comprehensive and holistic approach in building capacity and also to support the Center's goal of improved sustainability.

In order to understand the process of developing the Master of Arts (MA) Program in Peace and Security Studies, the Centre sent a

delegation comprising the Director of IPSTC, Brigadier Robert Kabage, the Head of Research, Colonel Paul Otieno and the Head of Curriculum Development, Major Jeff Allen, to visit Kofi Annan International Peacekeeping Training Centre (KAIPTC), Ghana and Bradford University, UK between 1 – 5 December 2013 to understand how these two unique institutions developed and established their Masters in Peace and Security Programmes.

The visit to KAIPTC included general briefings from school's staff about current programs, the general operation of the institution and an open discussion on a range of issues concerning Peace Support Operations. The Dean of Academic Affairs, Prof Osei-Hwedie and Academic Programmes Coordinator, Colonel (Dr) Kotia took the team through the approach taken to develop the two post graduate programmes currently running in the center; Masters in Conflict Peace and Security and Masters in Gender Peace and Security. They also shared with the team issues concerning institutional and programme accreditation, staff capacity development, curriculum development, lessons learned and advice concerning the development of a similar programme in IPSTC, among others. The need for continued partnership and collaboration was evident.

The main effort of the Bradford visit was to exchange ideas and concepts with the



IPSTC delegation to KAIPTC and University of Bradford, led by the Director IPSTC Brig. Kabage (centre), Col Otieno (right) and Major Jeff Allen



Group photo of IPSTC and KAIPTC staff during the visit

University's School of Social and International Studies (SSIS). This exchange was conducted over a two day period where the Bradford staff led by Dr Owen Greene, the Director of Research at the Department of Peace

Studies and Chair of the Centre for International Co-operation and Security (CICS), supported by the Associate Dean of School of Social and International Studies, Mr Patrick Ryan, the Head of Department of Peace Studies, Prof David

Francis and Ms Susana Cordoba, Partnerships & Knowledge Transfer Officer took the team through a general presentation and then provided insight into potential methods for collaboration and practical steps that

would eventually lead to successful collaborative partnership between IPSTC and University of Bradford. The discussions resulted in scoping out a potential framework and proposed draft Memorandum of Understanding which will allow IPSTC and Bradford to strengthen their relationship over time. Though there remains a significant amount of work to be done concerning the potential development of a Masters program at IPSTC the path forward is becoming clearer with each step the institution takes towards the delivery of its strategic goal. There are certainly recognizable benefits to both IPSTC and Bradford to develop a relationship and partner on numerous Peace and Security initiatives in the Region.

Col. P O Otieno
Head of Research, IPSTC



Director of Research at the Department of Peace Studies and Chair of the Centre for International Co-operation and Security (CICS), Dr. Owen Greene (centre), Partnerships & Knowledge Transfer Officer, Ms Susana Cordoba(right), and Director IPSTC, Brig. Robert Kabage(left) during the visit to university of Bradford

Gateway to a Secure and Stable Eastern Africa

WO II Gitau builds capacity on mines and explosives at HPSS training grounds



Though relatively stable, Eastern Africa is a region still characterized by a myriad of security challenges. These range from internal conflicts caused by weak state structures, corruption and bad leadership to problems of piracy and international terrorism. Insurgency has greatly undermined state security in big countries such as the Democratic Republic of the Congo and Somalia. Apparently, majority of the security threats emanate from within than from without. However, in some cases internal conflicts are also fuelled by foreign interests. This is due to the fact that conflict may assume two faces- human suffering for victims and perhaps socio-economic opportunities for the perpetrators. As a rule of thumb,

there is no conflict waged without some people benefitting out of it. This is the reality check.

Security stabilization is not the role of security sector alone but a process that requires an integration of several elements to address it. As such the involvement of all stakeholders must be factored to address security challenges in Eastern Africa. The existence of unity of purpose is important to ensure its efficient execution. The institutions of regional security initiatives such as East African Standby Force (EASF), Inter Governmental Authority on Development (IGAD), East African Community (EAC) and International Conference of the Great Lakes

Region (ICGLR) have provided the frameworks for addressing these issues. These organizations are meant to harmonize and unify efforts to address common challenges in the region. ICGLR critical efforts in creating conducive environment for peaceful negotiation and resolution of the Congo conflict is a great step towards stabilization.

The International Peace Support Training Centre (IPSTC) is a Centre of Excellence that provides interventions through Peace Support Operations training and education of military, police and civilians staff from Eastern Africa states under the framework of the African Peace and Security Architecture (APSA).

APSA is the roadmap to regional security in Africa. It is through this mechanism that IPSTC finds its relevance.

Security stabilization in the region requires honest as well as concerted efforts of all peace workers. Since we all live in social setups with the family as the fundamental block of society, then understanding of communities is very important for combating crime. Though still at its inception stage, the 'nyumba kumi' community policing concept in Kenya for instance is a step towards the right direction. This concept has been employed successfully in Burundi and Tanzania. It is important to coexist well with our neighbours not only because of security reasons but as human beings. The 'nyumba kumi' concept is just but a reminder of the second commandment and our long forgotten African values of good neighbourliness. Until recently, little did we appreciate that such biblical principles have inherent security value.

On the other hand, corruption is a menace that time and again has been mentioned to be a threat to security in Eastern Africa. This vice has contributed to low performance of the security sector. As a result of corruption, immigration laws have not been fully enforced. Control of borders is still pathetic

while checkpoints and roadblocks have been perceived to be white elephants. Whereas drug trafficking is still endemic, poaching and smuggling of fire arms are biting as well. Political good will and honesty are necessary to cut off the roots of this vice. State authorities should therefore establish effective preventive strategies to address corruption.

Building capacity of the security forces should be top priority. Professionalism should be the overarching value characterized by service discipline and commitment. Training and education not only on security matters but also cross cutting issues such as corruption, social ethics, integrity and accountability, human relations, legal issues, human rights, child rights, protection of civilians, gender and security, sexual and gender based violence, psychology, criminology, behavior change and communication skills should be offered to security personnel alongside the art of leadership and command.

Security training should also be geared towards addressing the rapidly changing and dynamic threat environment. Training on intelligence, counter intelligence, counter insurgency, counter IED, Explosive Ordnance Disposal,

counter piracy, counter terrorism, urban warfare, cordon and search, search and rescue, disaster management, incident command systems, guerilla warfare and special operations should be emphasized.

Modernization programmes should include buying of modern equipment that conforms to the nature of security threats. Security forces should be highly mobile and this calls for procurement of the necessary vehicles and equipment for increased border patrols, surveillance and communication for instance. On the other hand motivation should be given utmost consideration for improved performance of the security sector. Training and motivation should be part and parcel of the modernization programmes for the security sector.

There is need to have public engagement to address gaps in intelligence. Participation of members of the public is important for dissemination of critical information. Individual states should create conducive atmosphere to allow the public to give out information.

It is high time the problem of proliferation of small arms and light weapons was tackled. Strict control of arms is critical to addressing cross border cattle rustling and banditry.

Whereas Eastern Africa is on the verge of positioning itself as the economic hub for the rest of the continent, much is still desired to address the common security challenges. It is not easy to attain economic development without tackling insecurity. The bottom line is that the leaders and people of Eastern Africa need to change their attitudes and perceptions on security.

Capt. M H Mwaiha
Assistant Researcher,
IPSTC



Smoke billows from an IED explosion

Fear in Somalia: An Obstacle to Peace

Efforts to understand the Somalia problem have been made by various actors. Scholars, institutions and international organizations have done research on the Somali conflict in order to understand more about the drivers and players in the conflict.

Although these efforts have achieved significant outcome, the constant state of fear of Somalis people has been a constant obstacle when it comes to the question of al-shabaab. Al-shabaab has succeeded to create an intelligence network in the Somali population which permit them to monitor who is with them and who is not. Many people have been killed ranging from ordinary people, humanitarian personnel, journalist and others.

According to the Committee to Protect Journalists (CPJ), an estimated 49 radio, print and television reporters operating within Somalia died in the period from the start of the civil war in 1992 to 2013¹. These killings were done by armed groups (50%), mainly Al-Shabaab. Other assailants' affiliations were unknown in only 22% of the cases. As a consequence, the country was described by Al-Jazeera as the most dangerous place in Africa for working journalists.²

No party to the conflict in Somalia has made any significant effort to hold accountable those responsible for war crimes and serious human rights abuses. The grim reality of widespread impunity for serious crimes is compounded by the fact that both government forces and insurgents are fragmented into multiple

sets of largely autonomous actors. Government security forces are not regularly paid and often act as freelance militias rather than disciplined security forces.

This situation of impunity has created a lot of fear. When Somalis are asked about their main problem, they just digress and divert to other fantasies like the question of Ogaden and other territorial claims. This is due to effect of fear and mutual suspicion that they can report each other to al-shabaab.

For that reason the defeat of Al-shabaab will be the most important solution to this problem. Somali people will only be able to talk about their immediate and real problems when the country will be free from al-shabaab insurgency. The government of Somalia and AMISOM have to do everything possible to defeat al-shabaab and remove its influence and ideology from the population. The problem of Somalia will be solved with the entire participation of all Somalis, among them al-shabaab and not with the affiliation with al-Qaeda or other international terrorist armed organizations. Foreign fighters don't have any interest in the long term stabilization of politics in Somalia.

It has been two decades of chaos and bloodletting in Somalia. A child born at the onset of the Somali crisis is now twenty two. The end of the crisis is still not in sight. Though Al Shabaab is weakened they are not yet fully eliminated and they still have capacity to kill and to maim.

Lt. Col Nduwimana Donatien
IPSTC Researcher

1 National Union of Somali Journalists (2012-10-19) "Somali Journalists protest against an article published by the Guardian Newspaper", source

2 Somalia: The risk of being a journalist –

Peace Support Operations (PSO) Courses and Training: Where does it all begin?

IPSTC has two main training delivery platforms, the Peace and Conflict Studies School (PCSS) and the Humanitarian Peace Support School (HPSS). Thousands of participants attend training at one of these two schools each year and acquire skills and knowledge that they take back to their own countries, building regional capacity in PSO. IPSTC maintains over 35 course packages which are delivered as required throughout the training year but who develops and maintains these training packages that are delivered at the schools?

Behind the scenes there is a team of dedicated Researchers and Curriculum Designers that work to ensure that the course curriculum is designed to meet the ever changing and evolving environment of PSO within Eastern Africa. Under the Peace and Security Research Department (PSRD), the Curriculum Design Section works closely with the Applied Research Section to understand the changes in regional peace and security and to identify training needs and gaps that require focused attention. The process used to ensure that the Curriculum Design (CD) section is developing the right training and that it remains both valid and relevant to PSO in the region, is the



Members of the Curriculum Design section



Writing board in session

IPSTC Systems Approach to Training (SAT) and within that system, the CD section takes the lead in the Design and Validation stages.

One of the methods that is used to identify the training gaps is through the deployment of a Mobile Evaluation Team (MET). These teams are often assembled and fulfil the aspects of both evaluation (on behalf of the Schools) and a Training Needs Assessment (TNA) perspective (on behalf of PSRD). They are made up of personnel drawn from various areas of expertise and representation from partners in PSO in order to ensure that the maximum benefit is gained through the deployment of an MET. Recently, during the last week of October 2013, IPSTC mobilized a Training Needs Assessment Team which focused on the training needs in Somalia. This team consisted of representation from IPSTC, EASFCOM,

JCCP, UNDP, OCPV and the Japan Embassy who partnered to conduct the assessment in three locations; Mogadishu, Hargeisa and Puntland.

After training needs are identified and detailed analysis done by the Applied Research section, the CD section immerses itself into the critical stage of Training Development. At this stage, the CD team looks at the requirement for training and who may be able to assist with the development of the curriculum, provide subject matter expertise and add validity to the development of the training material. Once the Subject Matter Experts (SMEs) have been identified, the CD section will initiate a Writing Board (WB) which draws all the members together to

conduct a detailed analysis of the need. Using the vast resources of various libraries including IPSTC, SME input and the experiences of PSO personnel, the members of the WB map out the desired learning outcomes and teaching points required of a course which will meet the needs or gap identified. The eventual outcome of the WB is the production of a full Learning Plan for use

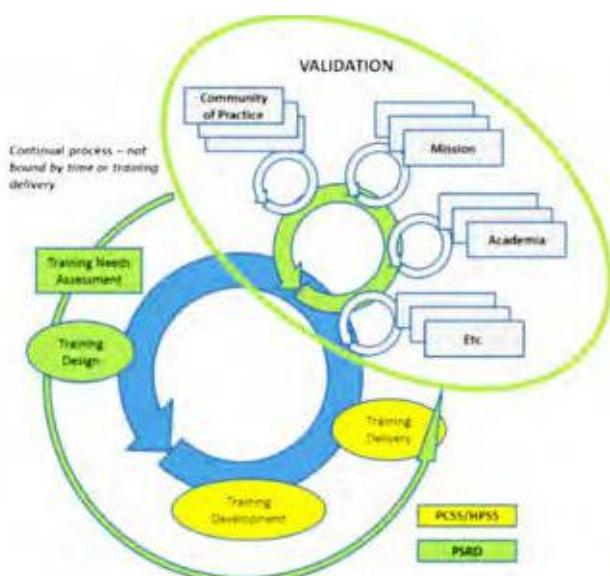
and implementation by one of the two schools. During the last three months, two such boards were completed, including the Kenya Battalion AMISOM pre-deployment training and African Union Staff Officers' Course.

Another function within the CD section is that of the development of course training material. This can take many forms from the development of vignettes for use at the Amani Peace Village to the production of Facilitator Guides (FG) to assist instructors with their preparation and delivery of course material. During this quarter, the CD has worked closely with various SME(s) to develop and produce four additional FG(s) for use by the schools. These include, Child Protection, Disaster Response Management, Protection of Civilian and Small Arms and Light Weapons. These guides are normally put to good use by the instructors as a tool to assist them in following the course curriculum ensuring that a common standard is maintained and that IPSTC credibility is reinforced.



The team of Curriculum Designers strives to keep ahead of the demand for current and relevant Peace Support training which will not only challenge participants but continue to build regional capacity in PSO. The CD team now consists of; the head of CD Section, Major Jeff Allen, Major Said Mwachinalo, Ms Brigid Gesami, Ms. Laura Muriithi, Mr Martin Okwir, Mr Evans Muriungi, Ms Monicah Musyoni, Ms Milkah Kiboi and Mr Michael Muraguri. CD Section is looking forward to face the challenges that the year will bring.

Mr Michael Muraguri
IPSTC



IPSTC Hosts National Dialogue and Reconciliation Workshop for Somalia

The International Peace Support Training Center (IPSTC) hosted the first Somalia National Dialogue and Reconciliation Workshop from 29-31, October 2013. Brigadier R.G. Kabage welcomed all participants to the IPSTC workshop. He went on to appreciate each individual for their efforts to resolve conflicts in Somalia. He assured the participants who have played a major part in the reconciliation process of Somalia of full support from the international community. He said, "We are bound together like members of an extended family whether we like it or not." He expressed hope that the workshop would help the Somalia overcome some of the challenges confronting them in the process of National Dialogue and Reconciliation. He noted the federal government of Somalia's contribution to ensure that government and the citizens are involved in the Reconciliation process.

The main objective of the workshop was to provide a forum for stakeholders and peace and security practitioners in Somalia to design a framework for facilitating dialogue and reconciliation in their country.

The workshop brought together participants drawn from the Federal Government of Somalia (FGS), Civil Society, Military, Private sector, professionals, Religious leaders, Youth and Women leaders.

Somalia has suffered devastating socio-economic and political effects of the protracted war. A number of stabilization efforts have been made over the years with little success. Today the African Union Mission in Somalia (AMISOM) and the United Nations Assistance



National dialogue and reconciliation workshop participants in a group photo session

Mission to Somalia (UNSOM) seem to be making strides towards a stable Somalia. The people of Somalia have elected a new government and are on the way to rebuilding their society which has undergone prolonged suffering and trauma due to civil war. About 30% of the Somali population has been rendered as refugees, IDPs or migrants. The time has come for the people of Somalia to come to terms with the past so that they can build a new future. This calls for open discussion about issues and a framework for expression of opinions on the conflict and the way forward. The IPSTC National Dialogue and Reconciliation Workshop provided this forum. In the workshop, a number of presentations were made that touched on how different countries in the

region and beyond have tackled the issue of dialogue and reconciliation. A presenter from the National Cohesion and Integration Commission provided an account of how Kenya engages in community dialogue and reconciliation, the policy and institutional framework in place and the strategies that have been employed, some of which would be relevant to Somalia. There was also a presentation from Timor Leste peace process that offered insights into how peace and reconciliation between groups that were in conflict for a long time, was achieved.

Participants also got an opportunity to identify the challenges of peace and security in Somalia and why previous attempts at peace negotiations had failed.

Somali presenters drew on past records of peace and security achievements in the country, noting the significant role played by women and the youth in peace and reconciliation.

A number of suggestions were proposed as a way forward towards establishing a national framework for dialogue and reconciliation in Somalia and challenges towards this course were established. The need for establishment of a forum for discussing the national framework for healing and reconciliation was identified. Some of the existing initiatives to promote national dialogue and negotiation were mapped, while key capabilities to promote future national dialogue and reconciliation were also identified. The need for generation of a vision for sustainable dialogue and reconciliation in Somalia was also emphasized. The lessons learned in this workshop will certainly inform future planning and design of dialogue and reconciliation strategies and activities for Somalia inside or outside the country.

Joseph Kioi Mbugua
Researcher



A section of workshop participants in a plenary

ONE ON ONE

with Col G. M, Gitonga Commandant Humanitarian Peace Support School (HPSS)

Q. *My name is David Robichaud of US Army based in AFRICOM and I'm deployed as a mentor and CIMIC trainer to staff officer's training to take over staff duties in AMISOM. I have come to your institution to conduct some interviews in order to learn more about this institution which is famous for training towards global peace and stability at the tactical level. Sir, kindly give me your full names and a bit of your back ground in the service.*

A. My name is Col Godfrey Gitonga Musa and I am currently the commandant Humanitarian Peace Support School (HPSS) located in Embakasi Nairobi - Kenya. I'm basically an Engineer Officer who has held various appointments both in command and staff up to my current position. I was commissioned in August 1985 and that tells you how long I have so far served in the Kenya Defence Forces (KDF).

Q. *We have managed to talk to some officers, men and civilian staff of this school prior to this interview and all have affirmed that they are happy with your leadership. How would your fellow colleagues describe you?*

A. My colleagues will tell you that I am a team player whom they can count on, whether it's a normal day or a crisis. My cardinal considerations for any successful career soldier are based on three areas which include: Cleanliness, orderliness and good discipline.

Q. *What is your view point of management?*

A. Management basically involves planning, organizing and controlling resources. It also involves distributing the workload according to qualifications and making sure that each member of the team has all the resources



and training that are necessary to complete the job.

Q. *Can you define success in your own words?*

A. In my opinion and as it relates to HPSS, success is a measurable variable. If you don't measure your accomplishments, success is lost. For instance, if I plan to accomplish several tasks before the end of the day and I do so, then I have been successful. Success simply means accomplishing what you set out to do within the parameters you specify; time, money or space.

Q. *How about failure?*

A. Failure is never in my vocabulary. The only thing that bothers me so much is fear of failing. I detest it. For starters, failure is an event and not a person and you only fail if you quit and I am not a quitter nor do I give in that easily. I may not complete a project in time or miss an important deadline, but that does not qualify as having failed in any way. If I complete a task, but miss a deadline, I still consider

it a success because I finished, but without the desired result.

Q. *Do you feel that you are an organized person?*

A. Yes, I consider myself to be organized but only when I have the resources I need to move forward. Every day when I arrive at the office, I endeavour to connect the previous days commitments to the day's work. This is for ease of continuity. I believe in knowing everything that goes on at the school and I have the mechanisms of doing that. I make sure that nothing is left in my in-tray before leaving the office. At the end of the day I review my plan for the following day.

Q. *What information do you need before making a decision?*

A. Before I make any kind of important decision, I first consider all the surrounding facts, possible outcomes and the desired goal. I do not hesitate to seek opinions and guidance when necessary.

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Q. How do you react to problems?

A. I don't react to problems but I acknowledge their existence and respond to them in a sober manner. The Military has taught me that there isn't a problem that is so unique to have not been experienced by anybody else. At times, I seek divine intervention from the above.

Q. Do you consider yourself a risk taker or do you like to play it safe?

A. I am very apprehensive when taking risks. Before I take any action I make sure that I have considered all the facts and the possible outcome of my decision. I always advise my officers and men not to take risks in the name of becoming heroes. Heroism is not what you do but what you are.

Q. Sir, what plans do you have for HPSS?

A. My plans for HPSS as a platform that trains peace keepers at tactical level is to uphold to the set international standards in order to keep IPSTC as the most reputable and respected Centre of Excellence in the region.

Q. What are your dreams about this institution?

A. My dream about this institution is to have the best facilities and quality course facilitators thus raising the affinity for the sponsors to considering HPSS as the Centre of choice to sponsor practical courses for peace and conflict management.

Q. As the commandant HPSS what are the challenges that you experience in day to day running of this school?

A. The main challenge I face in running this institution is the low manning levels in regards to courses offered in the school and the limited facilities to house both the permanent staff and the participants.

Sir, thank you for having spared some time out of your busy schedule to respond to our questions. We wish you all the best in your duties as commandant HPSS.

David Robichaud
CIMIC Trainer and Mentor
AFRICOM

The Link between DDR and SSR in Conflict Affected Countries



Disarmament, Demobilization, and Reintegration (DDR) and Security Sector Reform (SSR) processes should be interrelated and mutually reinforcing. As DDR and SSR share the same objective of consolidating the state's monopoly of force to uphold the rule of law, they succeed or fail together and should be planned, resourced, implemented, and evaluated in a coordinated manner.

The natural point of intersection for DDR and SSR is in the re integration phase, as many ex-combatants find employment in the security apparatus that SSR creates. DDR helps ensure the long-term success of SSR, as it shifts ex-combatants into the new security forces, where they no longer threaten the state's monopoly of force. If done properly, this reinforces the peace settlement by fostering mutual trust and transition into civilian life.

DDR and SSR Linkages

DDR encompasses the processes that safely transition combatants back to civilian life. SSR, involves the reconstitution and professionalization of security institutions and actors. Both systems are interdependent and mutually reinforcing. Working in tandem, they can enable countries emerging from conflict to provide for their own security and uphold the rule of law; an essential precondition of sustainable development and part of the exit strategy for costly peacekeeping missions.

As such, politically, they rise or fall together. Without a monopoly on the use of force, a state has few ways to uphold the rule of law and protect citizens from threats. By definition, conflict-affected states have lost this monopoly, and the joint purpose of DDR and SSR programs is to restore or establish it by disbanding non-state armed actors and reconstituting statutory forces.

Beyond their shared political objectives, DDR and SSR are programmatically linked, as failure of one risks failure of the other. Ex-combatants who are not properly reintegrated into civil society through DDR can complicate and potentially compromise SSR. Ex-combatants who do not successfully transition to civilian life may take up arms again or form criminal gangs, challenging newly created security institutions and forces that may lack sufficient capacity to control such threats. As the population thus becomes vulnerable to violence,



DDR course participants in a plenary

The author, Maj Kilimo briefing course participants during a demonstration at the Amani PSO training village



the state's inability to protect its citizens undermines its legitimacy. Inversely if DDR succeeds but SSR falters, then people begin to rely on non-state actors— ethnic or religious based militias or village self-defense forces for their security. For example, in some parts of Afghanistan where the reach of national law enforcement is limited, Afghans have turned to tribal authorities or the Taliban to provide security and justice. Worse, such states can offer safe havens for armed opposition groups, insurgents, organized crime, and other armed non-state actors that foment conflict and regional destabilization.

Providing security is an essential component of governance, and states that cannot provide it, are seen as inept and illegitimate. DDR and SSR are also operationally linked, as many ex-combatants seek employment in the new security forces that SSR programs create. This transference from DDR to SSR occurs during the reintegration phase of DDR, making it the natural point of intersection between the two. That is, after being disarmed and demobilized, many ex-combatants may seek job training and reintegration in the new security

sector as soldiers or police. They then fall under the SSR program, which vets them for past human rights abuses and assesses their qualifications for duty.

Combining DDR and SSR, if done properly, reinforces the peace settlement by fortifying mutual trust among former enemies and encouraging followers to lay down their guns and enter civilian life. This outcome is particularly likely to succeed if ex-combatants perceive that they will have a substantive role in crafting and serving in the new government. If not done properly, many will seek employment in militias, organized crime, and private security companies, allowing them to legally carry weapons. This employment can result in reconstituted warring parties under new names, some of which will be licensed to employ lethal force.

Lastly, DDR and SSR jointly promote development, as economic growth depends on long-term security and stability, which DDR and SSR both provide when implemented correctly. This peace dividend manifests itself in preserving resources and infrastructure, freeing and managing labor, and furthering

reconciliation that encourage investment and entrepreneurship.

DDR and SSR processes also promote the interests of women, minorities, and child soldiers, who should be supported in a consistent manner within the two programs. A growing body of literature illuminates the strengths of considering gender in DDR and SSR, particularly if the programs are managed together so women can benefit from and contribute to both. Both the academic literature and manuals for practitioners often consider DDR and SSR as separate and distinct processes, involving different actors, priorities, timelines, and functions. The majority of scholars deal with either DDR or SSR, but rarely treats both in an integrated manner, often resulting in disjointed approaches and mismatched conceptual frame works on re-establishing the state's monopoly of force. Practitioners' guides for field use tends to specialize in either one or the other, but not both. The United Nations, a leader in conducting DDR, issues DDR standards in relative isolation from SSR concerns, yet this should not be so.

Maj. D.Y Kilimo



Group photo of the course participants

Protection of Civilians Course for Somalia

Civilians have increasingly become the victims of armed conflict. In response, the Security Council has mandated a number of peacekeeping operations with the mandate of protection of civilians (POC) from physical violence. United Nations Police have an important role in promoting peace and security. Every day UN policemen and women reinforce and re-establish security by patrolling communities, advising domestic police services, ensuring compliance with international human rights standards and restoring and promoting public safety and the rule of law.

The UN has been deploying police officers for service in peace operations since the

1960s. Traditionally, the mandate of police components in peace operations was limited to monitoring, observing and reporting. From the early 1990s, advisory, mentoring and training functions were integrated into the monitoring activities. This was to allow peacekeeping operations to act as a corrective mechanism with domestic police and other law enforcement agencies. The need for police to help implement Security Council mandates has increased enormously in the recent past. The number of UN police officers authorized for deployment in peacekeeping operations and special political missions has risen from 5,840 in 1995 to over 13,500 in 2012.

Rule of Law is the legal and political framework under which all persons and institutions, including the State itself, are accountable. Establishing respect for the rule of law is fundamental to achieving a durable peace in the aftermath of conflict. Laws need to be publicly promulgated, equally enforced and independently adjudicated and be consistent with international human rights norms and standards. Peace Support Operations works to strengthen police, justice and corrections institutions, as well as the institutions that can hold them accountable.

Since 1999, all major peacekeeping operations, and many

special political missions, have had provisions to work with the host country to strengthen the rule of law. The role of an empowered Police Force within the host country cannot be over emphasized. It is in this regard that Japan through UNDP sponsored a Protection of Civilians Course for Somali Police Officers at IPSTC. Twenty eight Federal Government of Somalia's Police Officers benefited from this course. As a country emerging from over two decades without a Central Government, the training will go a long way in the long process of Police Component empowerment.

**Maj. Makau
HPSS**

UNDP's Role in Building Secure and Safe Somalia

Bringing all actors on board to build a safe environment provides a crucial foundation for recovery and long-term peaceful development. Local government, police forces and prosecutors alone can not function sustainably without involving their communities and addressing concerns and needs of the people.

The guiding principle is connecting local and national government, the police and justice system with civil society to improve safety and security in communities. It emerged during the UNDP Safe and Secure Approaches to Field Environment (UNDP SSAFE NO.109.2013/13) training held at HPSS, from 7-10 October 2013, that traditional community based mechanism such as 'sharia courts' need to be considered when building local and national government, the police and justice systems. What needs to be fostered is the active involvement of marginalized and vulnerable segments of society, women, and youth in the planning, monitoring and execution of security services particularly in situations like the Somalia Conflict.

Through the Community Security projects, stakeholders need to support Somali authorities in the development and implementation of related policies, community correction mechanisms as well as the building of national safety and security infrastructure such as the Peace Building Unit at the national level, the Regional Response mechanism for conflict



Course participants in a group photo session at HPSS Training block

management, and the District Safety and Peace Committee hosted at the Resource Centers for Peace. At each level, partners should work with civil society thus creating a space to host peace building activities. United Nations Development Programme (UNDP) supported youth rehabilitation programmes and the establishment of Women's Protection Units in order to help address one of the biggest causes of insecurity among Somali communities - youth violence - while at the same time providing support for victims of violence.

With its strong partnerships with Somali communities

as well as government actors, UNDP is uniquely positioned to bring state and civil actors together in building a resilient, peaceful and prosperous environment. UNDP now working with the Government, non-governmental organizations and civil society groups in Somalia to establish security in all regions.

Adapting to the Somalia Local Context

Active in South Central Somalia, Puntland and Somaliland, UNDP has adapted their approach based on different contexts (levels of conflict, coping mechanisms and support

structures) and typology of criminal youth who vary from petty criminal and organised crime such as piracy to members of armed militia groups such as Al Shabaab.

Despite recent gains in stability across all three regions, there still remains a significant portion of youth who are either at risk, or become drafted into conflict. This phenomenon poses a serious threat to strengthening peace. Through the Youth for Change initiative, UNDP is helping to dissolve existing armed groups as well as discourage young Somalis to be recruited by armed militia, organised criminal and piracy groups. The programme provides young people with an opportunity for rehabilitation and personal development through educational activities, social rehabilitation, economic integration, and leadership training while at the same time sensitizing them on the adverse impact of conflict and violence in their country.

Maj Y D Kilimo
So2 Coord HPSS



Participants are taken through a practical session on mines awareness

Key Visits and Events at IPSTC

The last quarter of 2013 was a busy period characterised by many special events. Key amongst them was RSML course, GDPS course, Research workshops and symposium. This led to visits by high profile national, regional and international personalities.

This is significant for IPSTC's sustained collaboration and confidence building with its partners. IPSTC is happy to have hosted them and takes this opportunity to welcoming more visitors in the upcoming year.



Amb. Raychelle Omamo (Kenya's Cabinet Secretary for Defence) visit to IPSTC during the opening of the National Dialogue and Reconciliation workshop for Somalia on 29th October 2013



Gen. J.W. Karangi signs the visitors book at IPSTC on 4th October 2013



Col. Christaf (Head of WAPTC-Accra) planting a tree during his visit to IPSTC on 9th October 2013



Christine Toerore (Ministry of Co-Operation, Germany) receives a commemorative plaque from the Director IPSTC, Brig. Kabage on 17th October 2013



Eric Berman (Executive Director ISS) at the VIP lounge with Brig. Kabage on 21st October 2013



Capt. Hayashi (Japan Peacekeeping Centre) visiting HPSS, Embakasi on 7th October 2013



The Deputy Army Commander KDF, Maj. Gen Oyugi during his visit to IPSTC on 9th October 2013



Manuela Leonard (GIZ representative) receives a brief on the IPSTC Library during her visit on 17th October 2013



UNDP representatives tour IPSTC facilities led by Col. Otieno and Lt. Col. Sitienei



Col plans and programs, Col Lojore takes Danish Military experts on a tour of IPSTC on 6th November 2013



Amb. John Murton's (British Commissioner to Djibouti) visit to IPSTC on 14th October 2013



Participants in a group photo

Law of Armed Conflict Workshop

The Law of Armed Conflict training sponsored by the US government was conducted because several Kenyan military units received US assistance under the National Defense Authorization Act. Such assistance usually has an associated requirement that receiving units attend relevant training on human rights and legitimate civilian authority. The training covered current International Human Rights and Humanitarian Law standards. The goal of the training was to promote observance and respect for Human Rights and fundamental freedoms, legitimate civilian authority and International Humanitarian Law standards.

The training objectives were to:

- Educate participants on legal standards, based on international covenants and customary international law that promote respect for civilian authority and govern domestic

Human Rights and International Humanitarian Law issues.

- Expose participants to legal standards applicable when establishing rules for the use of force and Rules of Engagement, and to explain the usefulness of sustaining those standards through discussion forums.
- Discuss current and emerging issues regarding Human Rights Law and Law of Armed Conflict.
- Engage in case studies on war crimes with a focus on the tool for prevention.

The participants were given key take away assignments which included familiarization with International and regional Human Rights agreements relevant to Kenya, and laws implementing the standards established in those agreements and facilitation of open dialogue on wide ranging issues facing the militaries of the United States and Kenya.

The workshop was a great success, as the topics covered were timely and relevant to all military forces that are increasingly being engaged in non-traditional armed conflict. Nation states, military leaders, and individuals who violate human rights law and international humanitarian law are being held accountable on the world-stage with increasing frequency.

When diplomacy ends, War begins (Adolf Hitler) - This quote clearly states that there will always be diplomacy, as long as there is conflict. The participants who were also military commanders were adequately equipped with the necessary knowledge and skills to avoid escalating the levels of hostilities, and to conduct themselves in the best way in conflict situations.

**Maj. Makau
HPSS**

REDR UK-Kenya – Integrated Approach to Safety and Security Training

RedR (UK) has been conducting courses at Humanitarian Peace Support School, Kenya for quite a number of years now and the last was a Personal Safety and Security in the Field (PSSIF) Course held from 14th -18th October 2013, which to say the least, was a huge success.

Working with the ECHO funded International NGO Security Organisation (INSO) programme, Red R is establishing an integrated approach to safety and security for humanitarian agencies working in Kenya and East Africa. This involves moving beyond individual knowledge to streamlining security in all stages of the organisational and project lifecycles. This programme is also building on a holistic approach to security drawing on the experience of an OFDA funded, RedR / Harvard University collaborative project, **“Safe and Effective Programs through Fully Integrated Security Management”**, which is achieving safer and more effective delivery of humanitarian services to beneficiaries in the East Africa region.

Red R has been conducting training events at HPSS – both open courses and tailor made. The Open courses included a 5 day Personal Safety and Security in the Field and a 5 day Security Management. The Tailor made courses covered a range of topics ranging from undertaking learning needs assessments or skills audits to designing effective learning programmes, through to practical security advice to



Practical session on personal safety in the field

management teams and their staff.

- RedR in Kenya has provided humanitarian training for over 2,000 humanitarian aid workers in Kenya, with 90% of this being security training since opening an office in 2011.
- Over **85%** of Participants have consistently rated RedR security training as excellent or good in improving their knowledge and skills or confidence.
- **90%** of participants have rated the relevance of RedR's activities to their local humanitarian context, as very good or excellent.
- **80%** of client organisations reported an improvement in management of / reduction in security incidents since RedR security training.

Below are summaries of the courses:

Personal Safety and Security in the Field:

The course is designed to put the participants under stressful circumstances and hence prepare them for the worst case-scenario. Essential classroom theory is complimented with real-life simulation dealing realistic issues such as roadblocks, abduction, weapons, mines and crossfire. This training is designed to help the participant reduce security risks and enable them deal with situations that could compromise their safety and that of their colleagues.

Security Management

Given the insecure and often rapidly changing environments in which aid agencies work, safety and security management is not an option. This five-day intensive course is designed to enable participants to identify the key requirements for managing security in complex emergencies and conflict zones by practising essential techniques in risk management, security assessment and crisis response. The course draws on field case studies, and the security management practices used by humanitarian bodies internationally.

Maj Y D Kilimo
So2 Coord HPSS

Training on Civil Military Cooperation (CIMIC)

The CIMIC course was conducted at the Humanitarian Peace Support School (HPSS), from 28 October 2013 to 15 November 2013.

The first question one will seek to ask is what is CIMIC? CIMIC is the coordination and cooperation, in support of the mission, between the commander and civil actors, including national population and local authorities, as well as international, national and non-governmental organizations and agencies.

The second question is why CIMIC? Current operating environments are complex, unstable, and unpredictable. Military success alone will only contain a threat. In order to destroy a threat, we must consider and engage the civil environment. And we must limit the civil

environment's negative impact on the mission.

The third question is how important is CIMIC to PSO for UN/AU? PSO students will need these skills for their missions since they will be required to engage the civil environment in all scenarios. This includes host nation civilians, NGOs, IGOs, and all civil actors. Their mission's success and completion will rely heavily on their situational awareness and analysis of the CIMIC environment.

Mobile Training Team 2 of the 443d Civil Affairs Battalion came to the Humanitarian Peace Support School (HPSS), with the objective of training Kenya Rapid Deployment Capability (KRDC), Uganda People Defense Force (UPDF), and Disaster Response Unit (DRU) with Operational CIMIC and conducting practical

exercises in the classroom, and tactical Situational Training Exercises (STX) in the PSO training village. In addition to the training objectives of learning doctrine and executing the practical exercises, three different partner militaries were provided with the opportunities to work together.

Kenya, Uganda, and the United States were able to work on increasing interoperability and being able to speak the same language regarding Civil Military Operations (CMO). And of equal importance, participants were able to build relationships and cultural understanding



for future Joint CIMIC Operations.

Some of the languages and acronyms were initially a challenge, but were identified and adjusted to during the course. Although the participating partner nations had some small differences in Standing Operating Procedures (SOPs), there were more commonalities since all involved were professional militaries.

Another consideration regarding the class was the differences in rank. There were junior NCOs, Lieutenant Colonels and most ranks in between. This did not end up being such a challenge or weakness since there were two areas covered in the two weeks of training, operational and tactical. The staff officers at the operational level gained a better understanding of the process, only through experiencing what the tactical level troops and CIMIC operators bring to the fight. The lower ranking students gained valuable experience with operational level planning as well.

The students of the Operational CIMIC class demonstrated the ability to utilize all phases of the Operational Planning



Process. All syndicate members had the opportunity to brief the practical exercises to the rest of the class, further building confidence in their speaking abilities in addition to communicating the content of their analysis.

CIMIC students demonstrated their tactical level skills performing assessments and key leader engagements (KLE's). They had the opportunity to work with role players who were playing the role of victims of an earthquake. This was a real world scenario that they would encounter when deployed on a disaster response/ humanitarian aid mission. Role players acted as effected civilians, government officials, medical professionals, and NGO representatives. They used structures in the PSO village to accomplish this, giving each syndicate training in key leader engagements. All students left this exercise with better meeting/engagement skills, attention to detail in recording information with thoughtful questions and taking photos, as well as maintaining security.

The students who completed the Operational CIMIC course have demonstrated the ability to utilize all phases of the CIMIC Operational Planning Process as highly competent CIMIC Officers and NCOs. But they also now have a deeper understanding of the process, having practiced at the tactical level as well. Working both tactical and operational levels gave the students an appreciation of what the soldiers on the ground bring to the mission with the information that is passed up through reports from assessments and KLEs. And at the operational level, they know what to do with that information that is provided by the soldiers on the ground. All students will be able to use this working knowledge of the planning process to support their commander and to coordinate for success and secure the victory.

Capt Evans Onyancha Omuga
SO3 Peace Support Operations
HPSS

Reducing the Impact of Weapon Contamination on Populations in Africa

What does "Weapon contamination" mean?

Even after a conflict ends, Mines and Explosive Remnants of War (ERW) such as unexploded bombs, shells and cluster-munition bomblets continue to kill and maim. This is what weapon contamination means: it can include contamination by unexploded grenades or projectiles, by mines of different types, and by small arms and ammunition left behind after a battle.

What are the consequences for the population living in the affected areas?

Countless people might die or be wounded in incidents involving explosive remnants of war or mines. Weapon contamination may also deprive entire populations of water, firewood, farmland, health care and education. It can impede relief work, depriving people of humanitarian aid and aggravating humanitarian problems. It can also cause the displacement of entire populations.

Which countries in Africa are the most affected and why?

Countries that have experienced several years of war mainly encounter this problem. Nevertheless, it is very

difficult to measure the degree of weapon contamination. You can measure the contamination by number of devices per square metre for example, but that does not say much about the impact of the contamination on the local population. The ICRC considers the problem from a humanitarian point of view: how serious is the impact of the contamination on the lives of the people living in an affected area, and what can be done about it. For example, in some African countries there are large landmine fields situated in areas where no one lives or goes, or those are clearly marked – so the humanitarian impact is relatively low. On the contrary, if a small area close to a village is contaminated, it could make it impossible for the residents to work in their fields or access water sources – the humanitarian impact there would be much bigger.

What is the role of the weapon contamination advisor for the ICRC in Nairobi?

The main job of the advisor in Nairobi is to support ICRC delegations in Africa that are based in countries where weapon contamination is a

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HPSS Instructors preparing unexploded ordnance for demolition

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serious problem. He goes to those countries, and first of all analyzes the extent of the contamination followed by the humanitarian impact on the population. Some of the questions he/she has to answer are, for example, what is the percentage of people who have lost their limbs due to mine explosions?; do farmers still have access to their fields and are children running the risk of finding unexploded devices near their schools?. As a second step, he/she then assesses if and how organizations active in that field respond to these humanitarian problems, be it local NGOs, international organizations or government bodies. That helps to identify possible needs not covered by the actors present in the country. He/she also tries to get a good idea of the dangers and risks that ICRC staff and Red Cross/ Red Crescent Movement partners encounter for example when delivering humanitarian assistance, or while constructing wells and water points. Depending on the findings in a specific region, the advisor can propose an ICRC support program to minimize the impact of weapon contamination on the population and help them recover. This can range from

mine risk education sessions to orthopaedic programs.

How can the ICRC intervene to improve the situation?

The ICRC has been active in the field of Mine Action for a very long time. Historically, in a number of African countries, it concentrated on direct assistance for victims, such as surgical and orthopaedic activities, and mine risk education programs.

Over the years, the ICRC developed the capacity to implement a much more comprehensive mine action program from the collection of information about incidents to the clearance of contaminated areas or the destruction of stockpiles. Today the ICRC deals directly with weapons when deemed necessary, while before it concentrated its efforts on persuading concerned governments of their obligation to intervene. For instance, ICRC can engage in Explosive Ordnance Disposal (EOD) activities, which consist of neutralizing and destroying unexploded ordnance of war. Today the ICRC has its own EOD teams. For rapid deployment in emergency situations, the ICRC can deploy clearance teams anywhere around the world within 72 hours. Overall, not only wounded people need assistance, but also those who on a long-term basis have

lost their access to crops or any other income generation activity located in a contaminated area. The ICRC might decide to initiate micro-economic initiatives or deliver direct assistance in terms of food, water or essential household items to people affected who can no longer fend for themselves because of weapon contamination. Another important aspect of ICRC's activities is bringing support to those countries that face difficulties in meeting their international obligations.

What does international humanitarian law say about mines, cluster munitions and explosive remnants of war?

Taken together, customary norms of international humanitarian law, Additional Protocol I to the Geneva Conventions of 1949, the Convention on the Prohibition of Anti-Personnel Mines, Amended Protocol II and Protocol V to the Convention on Certain Conventional Weapons, and the Convention on Cluster Munitions now constitute a comprehensive international legal framework for preventing and dealing with the human suffering caused by mines, cluster munitions and all other explosive groups. States parties to these instruments are prohibited from using landmines and cluster munitions,

and have obligations ranging from clearing contaminated land and destroying stockpiles to providing comprehensive assistance to victims.

The answer

To answer the preceding questions, Weapon Contamination Courses are regularly conducted by ICRC. In the Eastern Africa region, these courses are conducted at the Humanitarian Peace Support School (HPSS), Embakasi - Nairobi, Kenya. The most recent of such course was conducted from 20 to 24 October 2013.

Maj Y D Kilimo
SO2 Coord, HPSS



Practical session on explosive remnants of war

Preparing an Effective Presentation

A Research Symposium was held at the Humanitarian Peace Support School (HPSS), Embakasi Nairobi, Kenya on 17 October 2013. The one day symposium aimed at highlighting the current attempts at Security Sector Development (SSD) in Somalia and discussed the opportunities for holistic development of the sector in the country.

The various discussants and presenters showed commendable fluidity in presenting their papers. The limited time allocated notwithstanding. It clearly emerged that an effective presentation is more than just standing up and giving information. A presenter must consider how best to communicate

their information to the audience. For an effective presentation, the following tips are essential to create a presentation that is both informative and interesting.

Organize your thoughts. Start with an outline and develop good transitions between sections. Emphasize the real-world significance of your research.

Have a strong opening. Why should the audience listen to you? One good way to get their attention is to start with a question, whether or not you expect an answer.

Define terms early. If you are using terms that may be new to the audience, introduce them early in your presentation. Once an audience gets lost in

unfamiliar terminology, it is extremely difficult to get them back on track.

Finish with a bang. Find one or two sentences that sum up the importance of your research. How is the world better off as a result of what you have done?

Design PowerPoint slides to introduce important information. Consider doing a presentation without slides. Then consider which points you cannot make without them. Create only those slides that are necessary to improve your communication with the audience.

Time yourself. Do not wait until the last minute to time your presentation. You only have limited time to speak,

so you want to know, as soon as possible, if you are close to that limit.

Create effective notes for yourself. Have notes that you can read. Do not write out your entire talk; use an outline or other brief reminders of what you want to say. Make sure the text is large enough that you can read it from a distance.

Practice, practice, practice. The more you practice your presentation, the more comfortable you will be in front of an audience. Practice in front of a friend or two and ask for their feedback. Record yourself and listen to it critically. Make it better and do it again.

Maj D Y Kilimo
HPSS

The UN Staff Officers Course (UNSOC)

The United Nations (UN) is an intergovernmental organization created in 1945 to promote world peace, economic and social development, and other forms of international cooperation. UN is the replacement for the ineffective League of Nations. The organization was created following World War II to prevent another such conflict. At its founding, the UN had 51 member states; there are now 193. The UN Headquarters resides in international territory in New York City, with further main offices in Geneva, Nairobi, and Vienna. The organization is financed by assessed and voluntary contributions from its member states.

The UN's objectives include maintaining international peace and security, promoting human rights, fostering social and economic development, protecting the environment, and providing humanitarian aid in cases of famine, natural disaster, and armed conflict.

The organization won the 2001 Nobel Peace Prize, and a number of its officers and agencies have also been awarded the prize. Other evaluations



UNSOC participants in a plenary session

of the UN's effectiveness have been mixed. Some commentators believe the organization to be an effective force for peace and human development, while others have called the organization ineffective, corrupt, or biased.

The specific purpose of the UNSOC is to prepare and train staff to assist

nations in improving the abilities of their armed forces to better participate in United Nations.

The specific objectives of the UNSOC are to:

- Examine major issues in peacekeeping,

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- Understand UN role and responsibilities in peacekeeping,
- Understand the Military Staff Functions and responsibilities in UN peacekeeping, and
- Conduct operational staff planning processes for UN peacekeeping.

Staff members are subject to the authority of the Secretary-General and to assignment by him or her to any of the activities or offices of the United Nations. In exercising this authority the Secretary-General shall seek to ensure, having regard to the circumstances that all necessary safety and security arrangements are made for staff carrying out the responsibilities entrusted to them.

In the performance of their duties staff members shall neither seek nor accept instructions from any Government or from any other source external to the Organization. UN Regulation 1.2 (e) states that by accepting appointment, staff members pledge themselves to discharge their functions and regulate their conduct with the interests of the Organization only in view. Loyalty to the aims, principles and purposes of the United Nations, as set forth in its Charter, is a fundamental obligation of all staff members by virtue of their status as international civil servants.

Further, Regulation 1.2 (f) elaborates that, while staff members' personal views and convictions, including their political and religious convictions, remain inviolable, staff members shall ensure that those views and convictions do not adversely affect their official duties or the interests of the United Nations.

They shall conduct themselves at all times in a manner befitting their status as international civil servants and shall not engage in any activity that is incompatible with the proper discharge of their duties with the United Nations. They shall avoid any action and, in particular, any kind of public pronouncement that may adversely reflect on their status, or on the integrity, independence and impartiality that are required by that status. The UNSOC course is thus designed to ensure that the deployed staff officers understand their mandate with respect to the UN Charter.

Capt Evans Onyancha
Instructor Pre-deployment, HPSS

Crisis Negotiation

According to Linda Descano, CFA®, President and CEO, Women & Co;

"We are engaged in some form of negotiation day after day. We negotiate crowds on subways. We negotiate multiple lanes of traffic to get to our exit. We negotiate with our kids to get them out of bed and at the bus stop on time. We negotiate with our partner over who will be "chef du jour" for dinner. We negotiate with team members over project time tables and milestones. In fact, these encounters—what may be referred to as "little" negotiations—are so natural for most of us that we don't "sweat" over them."

Yet, when it comes to negotiation over a resolution of a possible crisis, many of us stress, over-analyze and even freeze up. As negotiation guru, Linda Swindling says,

"The word negotiation in these types of 'high-stakes' situations conjures up high-pressured sales or creates a feeling that you have to be ready to go to battle or that someone might take advantage of you."

What is the solution?

"Forget "negotiating" entirely and focus on "influencing" instead. The bottom line is this: what you are

attempting to do is identify another's interests and provide information to help him or her determine whether entering into an agreement with you makes sense. This mental shift may sound subtle, but can drive a substantial difference in outcome."

The International Peace Support Training Centre (IPSTC) conducted a Crisis Negotiation course from 17 – 25 October 2013. The course was sponsored by the European Union, and attracted participants from seven African countries. All participants were drawn from the Police component.

Seven Do's and Don'ts of Effective Influencing/ Negotiating

Understand the adversary, and endeavour to shift power to your side.

1. Make it Easy to Say "Yes" to You

If you are negotiating with a person who is not the overall in charge, he will need approval from the person in charge. Help him or her be a good advocate for you. Assist the other side in "selling" the deal to others by asking what information would make communicating easier. Also, realize what limits the other side faces such as position in the organization, autonomy in the organization, among others. No matter how persuasive or likeable you are; no one is going to



Major Makau takes Course participants through a plenary discussion



Crisis negotiation course participants pose for a group photo at HPSS

be willing to easily go against his/her organizational indoctrination to support your position.

2. Give Yourself a Break

One of the biggest fears is that you are going to leave something on the table or that there could have been a better deal. If you had more time or information you might have obtained more or reached a better outcome. However, you might also have risked the deal falling apart. With additional time, the other party might have gone elsewhere or might have found better information to use against you.

3. Become a Decision-maker

Remember, Negotiators are mostly staff to the decision makers. Some negotiators may also have authority to make the decisions. The quickest way to become a better negotiator is to avoid procrastination and begin to make decisions like a CEO or key executive. Keep in mind that the decision maker will make the decision based on the options you give him! Be less concerned with the appearance of looking smart. Instead, allow yourself the time to ask the right questions and get them answered in a way that saves on time and finances invested. And if you are dealing with decision makers, remember they like to make decisions. When possible offer them two or three options and have them make the selection.

4. Adjust Course

Have a Plan "B" and even a "C" and "D" and don't become so focused and committed to one path that you can't take another if you get detoured. Don't settle for less than you want in a negotiation because adjusting course seems too time-consuming or difficult. Don't commit more than is barely necessary. When the unexpected occurs, stay creative, make the best decision you can, and keep moving forward.

5. Don't Assume that One-size Fits all

Negotiations and deals often involve similar facts, figures, and organizations. However, negotiations involve people who communicate differently, want personal outcomes, and have unique interests. For instance, someone who is politically oriented does not want the details another person may need to reach an agreement. Use what you know about personality types and communication styles and be ready for any person.

6. Don't be Bullied

Don't be afraid to walk away from a deal if needed. High-pressured tactics aren't effective for long-term relationships. Realistically, no one can force someone to take a deal and expect another party to willingly adhere to the agreement. Instead of

creating a durable relationship, the party that feels intimidated looks for opportunities to sabotage the deal.

7. Don't be Too Impressed, No Matter What Someone's Role or Title is.

Important people don't have time to waste. Stop worrying how you appear or if they like you. If they are spending their most precious commodity, their time, talking with you then you have something they want. Your job is to ask them questions and discover the reasons they want to negotiate with you.

This course also taught other aspects of professional negotiation, such as profiling of the hostage takers, use of third parties, managing suicidal behavior, handling stress factors and Stockholm syndrome. The participants acknowledged the importance of the course in their line of work.

In conclusion, a negotiator must endeavour to profile the other party, have several options open and deal as and when necessary. Minimum loss of life and or collateral damage should be ensured. Negotiators should endeavor to get the best deals, without making the other party lose face. This may make him/ her renege the deal.

**Maj. Makau
HPSS**

Governance and Diplomacy for Peace and Security

IPSTC has continued to expand its scope in conducting new programmes. Now, for the second time, the Centre conducted its second Governance and Diplomacy for Peace and Security course. This course was sponsored by IPSTC in collaboration with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) in supporting the development of East African Standby Force (EASF) to realize its full operational capability in 2015.

In the Centre, this course is only second to the Regional Senior Mission Leaders (RSML) course as depicted by the calibre of its participants and its very elaborate curriculum. Participants in the course were given opportunity to

visit several organisations outside Kenya that deal with peace and security.

The specific aim of GDPS is to prepare participants to meet current and future challenges in regional governance and diplomacy for peace and security and to strengthen their ability to improve the impact of systematic analysis, effective communication, dialogue and cooperation. To fulfill this objective, participants were taken through three main training phases:

- One month preparation at home countries through advanced on-line mentoring and coaching period.
- Four week training period at IPSTC Karen that consists several didactic elements;

thematic modules, case studies, study tour to a neighboring Eastern Africa Member State, on-site visits to relevant institutions in Nairobi that deal with some thematic issues taught in the classroom set-up; and ongoing coaching to fulfill the participants Individual Practical work.

- One month follow-up at home countries to assess participants' application of knowledge and skills imparted during the entire course and assist on any difficulties encountered.

The target audience for this course comprises middle level management and practitioners who are working with Government Institutions, Regional and Sub-regional organizations

and Peace Support Operations. Potential participants are expected to be able to influence policy and decision making processes of their respective organizations or places of their work. Both IPSTC and GIZ were involved in the selection of the participants. The selection process balanced applicants according to EASFCOM member country representation, the sub-regional peace and security organisations and peace operations in Eastern Africa. The course was limited to 24 participants who were selected on merit.

These courses come at a time when the region and Africa at large faces numerous challenges in governance and diplomacy in the field of peace and security and it is expected that this will add critical mass of capacity on this particular field. Our partners GIZ have confirmed their commitment to keep the course on our annual programme. The two courses were a success story as attested by participants who quickly got employment deployed in the field after attending the course. The courses are very important for the region since most of the conflicts are related to governance, lack of transparency and accountability on the part of leadership.

Lt. Col Kombo
Chief Instructor, PCSS

GDPS course participants visiting Arusha, Tanzania



Gender Perspective in Peace Support Operations



What does gender mean? Gender implies the roles of men and women in society. This is because our societies need active and participating citizens, of both men and women. During conflict, there are changes in lives, societies, men and women's role. For instance, women step out of traditional (domestic) roles into the military or rebel forces, become activists or face the challenges at home as sole head of the household. As a result of these changes, after the conflict, it is simply impossible to turn back to the situation prior to the conflict. Similarly, men's and women's roles cannot turn back to the pre-conflict status quo.

In contemporary conflicts, as many as 90 percent of casualties are civilians, most

being women and children. While women remain a minority of combatants and perpetrators of war, they increasingly suffer the greatest harm. Some of the current statistics about women and conflict reveal that;

- An average of 40 women and girls are being raped every day in South Kivu, in the Democratic Republic of Congo (DRC). It is estimated that more than 200,000 women and children have been raped over more than a decade of the country's conflict.
- Out of 300 peace agreements for 45 conflict situations in the 20 years since the end of the Cold War, 18 have addressed sexual violence in 10 conflict situations (Burundi, Aceh, DRC, Sudan/ Nuba Mountains, Sudan/ Darfur, Philippines, Nepal, Uganda, Guatemala, and Chiapas).
- Women's participation in peace negotiations average less than 8 percent in the peace processes.
- Fewer than 3 percent of signatories to peace agreements are women.
- No women have been appointed chief or lead peace mediators in United Nations (UN) sponsored peace talks.
- The proportion of women in the military component of UN Peacekeeping Operations is about 3%.

The realities on the ground prompted the international community to have gender

issues as one of its main agenda, with Resolution 1325 (2000) as the first United Nations Security Council Resolution (UNSCR) to specifically address the impact of armed conflict on women, women's contributions to conflict resolution and sustainable peace. Resolution 1325 stresses the importance of women's equal and full participation as active agents in the prevention and resolution of conflicts, peace negotiations, peace building, peacekeeping, humanitarian response and post-conflict reconstruction. It calls on member states to ensure women's equal participation and full involvement in all efforts for the maintenance and promotion of peace and security. It also urges

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all actors to increase the participation of women and incorporate gender perspectives in all United Nations peace and security efforts, including Demobilization, Disarmament and Reintegration (DDR) and Security Sector Reform (SSR). The Resolution is based on binding international law, which means that those who commit crimes against human rights can be brought to court. Since the year 2000 there have been decisions from war tribunals and international courts determining systematic rape during armed conflict as constituting a crime against humanity. Since the adoption of resolution 1325 in 2000, five supporting Resolutions have been adopted by the Security Council: 1820 (2008), 1888 (2009), 1889 (2009) and 1960 (2010) and 2106 (2013). The five resolutions focus on three key goals best summarized as: strengthening women's participation in decision-making, ending sexual violence and impunity and providing an accountability system.

Without a doubt, the successive UN Resolutions on "Women, Peace and

Security" have had a huge impact on international thinking on peacekeeping. Contrary to the situation ten years ago, it is now widely recognized that peacekeeping is not a gender-neutral affair; gender matters for both the internal dynamics of the peacekeeping apparatus itself, as well as for the form and shape of the conflict that is to be resolved. Grasping renewed opportunities for women's participation in rebuilding is inevitable for building a stable society. This implies reaching out to civil society, and in particular, to open a dialogue with women, women's organizations and with men. This would mean having a gender sensitive and gender mainstreamed peacekeeping; achieving a proportional representation of men and women in peacekeeping forces and in its counterpart, the national security forces. It may also indicate taking local gender roles and norms as one of the fundamental parameters in the design and implementation of a peacekeeping operation (gender mainstreaming). Finally, it can be framed as a protection issue that deals with the particular vulnerability of different gender groups in armed

conflict. This process seeks to find a new status quo, one that can potentially be beneficial to the whole population. This is not only the responsibility of the national authorities but also the responsibility of all actors involved to truly engage everyone in rebuilding the country and its institutions, including (peacekeeping) operations. This is further advocated by the Peace and Security Council (PSC) of the African Union (AU), Open Session 27 March 2013 which recognizes that the presence of women in peacekeeping and other critical actors greatly enhance conflict resolution and post-conflict rehabilitation processes and ensures that the needs of women and population at large are integrated in negotiations and peace agreements.

"The Gender Perspective in Peace Support Operations Course: A Comprehensive Approach", organized by AFRICOM and the Bilateral Spanish-Dutch initiative on gender in operations was conducted at the International Peace Support Training Centre from 30th September - 4th October 2013. The training described the various United Nations Security Council Resolutions

on Women, Peace and Security, discussed the United Nations (UN) and African Union (AU) directives and guidelines on gender in operations, and inculcated an understanding of the relevance to include gender aspects from the earliest planning phase onwards and the link between conflict-related sexual violence and protection of civilians. The course started on a high note with opening being graced by the Netherlands Ambassador, His Excellency Joos Reintjes, the Spanish Ambassador, His Excellency Javier Herrera and the Director the International Peace Support Training Centre, Brigadier Robert Kabage. The course had thirty four participants from different member states; Burkina Faso, Burundi, Cote D'Ivoire, Ghana, Italy, Kenya, Malawi, Nigeria, Tanzania, Rwanda, Guinea and South Africa.

The training contributed to the international commitment as stated by the UN Secretary General Ban Ki-Moon that engaging women and promoting gender equality is part of the work for peace and security is a daily responsibility and an unfinished mission for everyone. Therefore it is high time that we recognize the role and power of women to help us build a peaceful world. This was further reiterated by the UN Under-Secretary General for UN Women Michelle Bachelet as quoted, "We all know that women count for peace. But for them to count for peace, they need all of us." This does not mean that men are getting replaced nor are women being victorious, but it calls for more recognition and working together towards a gender perspective in peace and security.

Catherine Cherotich
Directing staff, PCSS



Course participants listen keenly to a presentation

Reigning through the Rule of Law



Group photo of course participants

The Second Rule of Law Course at IPSTC in 2013 sponsored by the Japanese government through the United Nations Development Programme (UNDP) was carried out at the IPSTC Karen on the 29th July to 9th August 2013 and proved to be amongst the most successful courses held in IPSTC. It had several positive achievements including the high attendance, quality contributions and regional representation to mention but a few.

The twenty five participants consisting of police, military and civilians who took part in the training were drawn from ten countries in Eastern Africa; Burundi, Comoros, Djibouti, Kenya, Seychelles, Somalia, South Sudan, Rwanda and Uganda. The participants were drawn from the three PSO components.

The purpose of the Rule of Law Course was to provide an understanding of the principles and spirit of Rule of Law and the role of democratic institutions. At the end of the course, the participants were expected:

- To demonstrate an enhanced understanding of the Institutional structures and dimensions in East Africa.
- To demonstrate an enhanced understanding of the laws and Principles governing rule of law.
- To demonstrate an enhanced understanding of the customary laws challenges and how they relate to the national laws.
- To demonstrate an enhanced understanding of the rule of law in a post-conflict situation.

- To identify and discuss the alternative dispute resolution mechanisms.

The Rule of Law course adopted appropriate adult-learner methodologies where group discussions, film shows, case studies, exercises, scenario modeling and plenary presentation were variously used. The topics that were covered during the period included; Fundamental concepts of Rule of Law, State Structures, Commissions and Oversight Mechanisms, Law Enforcement and Security, Human Rights, International Humanitarian Law, National Legal System, Legal Basis for Peacekeeping, Democratic Governance, Cultural Dynamics/ Diversity, Codification of Customary Laws, Transitional Justice, International Criminal Justice, Law Reform, Role of the Regional and International Community and Alternative Disputes Resolution.

From the high level of enthusiasm, engagement and insightful contributions realized during the course, it can be concluded that the desired course objectives were fully met. Similarly, a high sense of teamwork was observed amongst the participants bolstering the unity not just among the participants but also the member states.

Mr. Kennedy Kibisu
Directing Staff
IPSTC



Mr. Kibisu giving a lecture

Contributing to IPSTC Performance and Development

Most people will judge a place within the first seconds they arrive and their opinions will most likely never change.

We at the PCSS Karen endeavor to create a good impression when our visitors and participants arrive. The Centre has quality physical facilities in an ambient green back ground; a sight of well manicured lawns, blooming flowers and clean pavements can catch one's attention on arrival. To replicate the standards outside, the cleanliness of the rooms and training facilities is beyond reproach.

The Facilities at the PCSS Karen Campus include a large Plenary Lecture Hall - Amani Hall with accompanying syndicate rooms all fitted with modern tables, whiteboards and computers for internet facilities. These rooms can sit up to 15 persons. There's also a Library that contains an Internet Café and a VIP

room which acts as a lounge for visiting guests to the Centre.

Ms Yvonne Kerubo, a participant from Kenya during the Rule of Law Course had this to say about the Centre;

"The Lecture hall is big enough and the ambience is conducive for learning. The syndicate rooms are well organized and they create and encourage educative discussions, not to mention the standards of cleanliness which I would rate as excellent."

There's also a Lecture theatre which is constructed in an auditorium style that contains audio-visual equipment which permits the delivery of diverse media such as computer assisted training and movies. There are also two multi-purpose instructional rooms which are normally used as break-out rooms. Each room

is equipped with a flipchart, whiteboard, and computer and can each accommodate 12 students.

There is a conference room that is equipped with a projector, white boards and can sit up to a maximum of 15 persons. The Peace Banda Accommodation block is a modern facility that consists

of 50 en-suite rooms all fitted with WI-FI connectivity. Each room contains a double bed, a desk/working area and a small sitting area. The block also contains a TV room, a large dining area that can sit up to 60, with a bar and a large fire place. There's also an outdoor seating area which overlooks the Mbagathi River Valley that can sit up to 40 guests.

The staff that works under the Facility Management comprises of the Accommodation Supervisor, Head Gardener, Artisan, Room Attendants, Laundry Attendants, Public Area Attendants, Gardeners and the Kitchen staff.

In carrying out their various duties, the Accommodation staff under the supervision of Elizabeth Wanza, always display a friendly, approachable and helpful attitude towards the Centre's clients. They care about the success of the institution they work for, and are willing to go that extra mile whenever it is needed, and do this without complaining. They take their responsibilities seriously, and are willing to do the job to the best of their abilities, and have a clear understanding of the importance of their role in ensuring maximum comfort of the IPSTC's clients.

The Gardening Staff is a very dedicated team under the guidance of David Sasaka. The team takes pride in

The author, Ms Joanne
in her office



The eye catching scene of the IPSTC gardens



The supreme ambience of the peace banda restaurant



Highly focused Facilities management team



A mark of the magnificent lecture halls at IPSTC

expanding its role fully to get the desired results, which includes cleanliness of the grounds and maintenance of the centre's lawns and gardens. The team has a positive attitude at all times and always takes on extra responsibilities when required to do so.

Another key area is that of the Artisan. This area is manned by Ndungo and additional staff that are availed to him when need arises. He ensures that minor repair work within the centre is promptly carried out. He quickly thinks of solutions when faced with problems and is a good example of an imaginative worker. He is focused, hardworking and conscientious in all that he does and is not afraid to take an initiative.

The Catering Staff is always attentive to the participants' needs. The experienced team under the able management of the Chef, Mr Mbugua prides itself at having well trained staff offering five-star quality services. They portray a professional attitude at all times and provide such services that leave a great impression on all guests and visitors to the Centre. The service of the meals is another memorable occasion especially with the presence of the friendly staff like the ever smiling Nelson Kagai, the professional Supervisors Joseph, Festus and Henry just to mention a few, who are always available for accomplishment of the service.

Good results cannot be achieved without collective efforts and teamwork. The team has time and again displayed great enthusiasm in carrying out their prescribed duties in their various sections with vigour and dedication. By being dedicated to their jobs, these workers have ensured that the centre has received the very best from them. The trust that the centre has bestowed on these workers has subsequently made them take real pride in their jobs and become experts in what their jobs entail.

I believe that the Facilities Management team; has played its' due role in positioning IPSTC as a Regional Centre of Excellence in International Peace Support Operations.

Joanne Kaityany
Facilities Manager PCSS

Raising the Flag of IPSTC through Procurement

Procurement is an exciting and fast changing profession. However, unlike marketing or IT, it tends to follow changes rather than drive them. Many times, you can look at today's culture and predict how current trends will manifest themselves in procurement tomorrow. The purchasing function has changed dramatically over the last several years and it continues to change and evolve almost daily.

The success of any sourcing initiative is largely dependent upon successful purchase request by the end-user. I will share two tips for planning a successful purchase request. The first tip is to make your request the appropriate length. A purchase request may start out as a generic template then, over years, morph into a "monster that has a whole bunch of unnecessary questions" that require irrelevant responses. It is recommended that before issuing a request, it is important that you "go through every single question and ask 'Is this question directly relevant to this spend category?'. The second tip is to avoid using supplier-provided content. If you use a supplier-provided content when generating a purchase request, you are pretty much guaranteed that you're going to be buying from that company that gave you the content. With regard to supplier-provided content, first, it

only has questions in it that really make the person that wrote it look really good [and], second, it's likely to have specifications in it that are completely irrelevant to you. In the end, the supplier driven content will definitely serve to exclude the spirit of competition among the suppliers. The best way to approach it is to identify a problem that you have and let the experts in that particular category tell you how to resolve it.

The Procurement cell at IPSTC HQ falls under the Finance and Administration department. It plays a key role of acquisition of goods and services required for both administrative and training purposes. The cell is guided by the Public Procurement and Disposal Act 2005, Public Procurement and Disposal Regulations 2006, Public Procurement Oversight Authority (PPOA) General Manual 2009, the African Union Procurement Manual 2010 and IPSTC Procurement and Stores Management Manual among others. The enactment of the Public Procurement and Disposal Act has greatly improved the procurement system in Kenya as its objective is to ensure:

- Maximum economy and efficiency.
- Promotion of competition, integrity and fairness.

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The procurement officer, Capt. Galgalo (left), with his team at IPSTC Headquarters in Karen

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- Increased transparency and accountability and public confidence.
- Promotion of local industry and economic development.

The Procurement Cell at IPSTC provides a reliable flow of vital materials and services, through a full range of procurement services. The processes involved promoting fair and open competition while minimizing exposure to fraud and collusion. The Cell also ensures that the goods, services or works are appropriate and that they are procured at the best possible cost to meet the needs of the IPSTC in terms of quality and quantity, time, and location. The cell is also guided by the core principles of public procurement which are accountability, transparency, and integrity, value for money, impartiality and fair competition.

During the year 2013, the procurement cell has been able to ensure that all training and administrative events have been adequately supported logistically both within the Centre and in the respective schools. This was achieved by prompt procurement of goods and services when called upon to.

Among the key achievements in 2013, the procurement cell successfully supported all the courses that were conducted during the year. One of the major courses during the year was the European Union Police Services Training (EUPST) which was sponsored by Italian Carabinieri and had 446 (four hundred and forty six) police participants. The training materials and equipment and other requirements needed to facilitate the EUPST course were promptly provided. The cell also managed to put a tender notice in the local dailies through open tendering. The whole process of open tendering was done and managed to establish contracts with firms and prequalified suppliers for supply and delivery of various goods and provision of various services for the fiscal year 2013/2014. The ongoing construction of the proposed research and simulation complex is another achievement associated with the procurement function.

The cell is committed to working with IPSTC schools and departments in order to step up the delivery of better services in future. This is our core responsibility and we shall continue to undertake it. This is in line with the standards required of IPSTC as an International Centre of Excellence.

Capt M.W Galgalo
Procurement Officer, IPSTC

The Value of Hospitality at IPSTC



The Accommodation supervisor, Ms Elizabeth takes Ambassador Raychelle Omamo, the Kenya Cabinet Secretary for Defence through the accommodation facilities

The Peace Banda block is mostly the first point of contact for most participants who come for courses at IPSTC. Therefore, we strive to keep this building as welcoming as possible. The Peace Banda houses accommodation rooms and the dining area. Once participants arrive, there is always someone to receive them, and help them check in after which they are taken to their rooms. There is always food for the participants who arrive.

For participants to absorb what they are being taught they need a good night's sleep and to be well fed. It has been my responsibility with the help of my very professional team members to ensure that we provide the services that ensure comfortable stay of participants. To meet the standards of IPSTC as a Centre of Excellence, we strive to give participants the best. In the morning when they leave for programmes, it is our duty to

prepare the rooms, do the laundry and ensure that the guests are comfortable in all aspects. We do this to ensure that they come back to a fresh smelling room with fresh clean towels, linen and replenished supplies.

We understand only too well that these are not just ordinary people that have come to train here but people who after attending courses in IPSTC, will have the capacity to change peace and security issues regionally and globally. With this in mind, we make it our everyday goal to offer excellent services because we know that it will have an impact on global peace and security.

The Peace Banda block is always busy, almost throughout the whole year. Most of IPSTC courses take two – weeks and join one after the other. Participants usually arrive on Saturday and Sunday and start the course on Mondays. In this regards, our preparations start immediately

the participants leave so that the ones coming next find clean rooms.

I am much honoured to head a team that routinely meets tight deadlines and at the same time, uphold high standards.

Ms. Elizabeth Wanza
Accommodation Supervisor, IPSTC



Beautiful Self-contained rooms for course participants

Contribution of the Library to Knowledge Management at IPSTC

Falling under the Knowledge Management Wing of the Peace and Security Research Department is the IPSTC library. Established in 2001, the library is a unique facility which specializes in stocking of books mostly on peace and security. The Books in the IPSTC library are classified using the Dewey Decimal Classification System. The library books are arranged in thematic categories such as Conflict prevention, Conflict management, Post conflict recovery, War and Genocide, Child rights, International Security and Law of Armed Conflict.

IPSTC library aims to provide training support for the participants of various courses that are run by the institution. The course participants and facilitators

borrow books that are relevant to their courses for the duration that they will attend the course to help them in their course work. The library also provides relevant materials for IPSTC researchers who carry out research on regional peace and security issues.

The library has a total of 1573 books, a variety of magazines and a variety of journals and text books. The library is a repository of the IPSTC research products which include occasional papers and issue briefs. It also stocks all copies of the newsletters that IPSTC produces quarterly. Most the books in the library are



Spte Njeri takes high profile visitors through the IPSTC library

received from donors such as Canada, UK, Japan and the Department of Defence.

The library hosts a cyber café that course participants use to access the internet and a variety of daily newspapers to keep the readers up to date on current affairs. The library has a collection of films and videos on peace and conflict situations which

can be used as teaching aids in the courses being conducted at the Centre.

In a nutshell the library's key role in providing information and knowledge cannot be substituted. We ask all our members of staff and course participants to maximally utilize this vital resource in the Centre.

SPte Catherine Njeri
Assistant Librarian

Reminiscences of Eva GUERDA, the French Teacher

Could you introduce yourself and your work at IPSTC?

Yes, I have been teaching French at IPSTC for six months to the civilian and military personnel as a volunteer. I tried creating lessons which were adapted to the students and flexible enough to cope with their timetable. In order to match my students' timetable I've put the lessons online so that they can listen to the recordings or complete interactive exercises whenever they have a connection at hand. They can also download the PDFs of the lessons from www.frenchcourseipstc.wordpress.com

What did you know about IPSTC before you joined it?

I knew absolutely nothing. It was a real discovery



Closing ceremony of the French class-The students presented a surprise farewell gift to their teacher

for me; all this was a thrilling experience. I even discovered jobs I didn't know about and also a new calling for myself. I want to do a Master's degree in Defence and International Security and I will start this coming year in my French University.

Could you describe your experience at IPSTC?

Well the day I arrived on Jan 24th there was a course closing ceremony. Lt. Col. Beaudoux was waiting for me in a beautiful garden with a wonderful view on the amazing hills, with magnificent trees, and

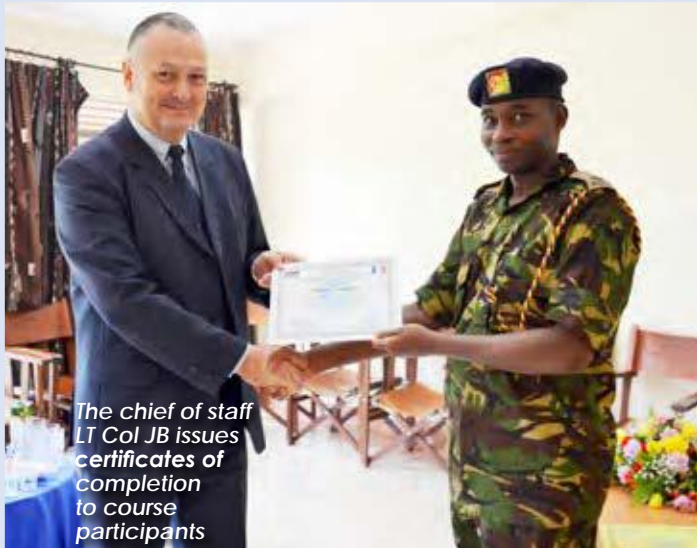
butterflies. They were having Nyama Choma and gourmet dishes. The gentlemen were dressed in uniform and there were people from many countries. Everyone was extremely polite and the level of conversations was quite impressive. It seemed I had reached the Garden of Eden!

I always say the first impression is critical and in this case the first impression has absolutely been representative of my experience at IPSTC.

An international place, of the outmost refinement, a serene atmosphere and the experience was as delicious as the food being served.

I would like to take the opportunity to once more thank General Kabage

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The chief of staff LT Col JB issues certificates of completion to course participants

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for his hospitality and generosity while he didn't even know me. He and his team have definitely given me one of my best professional experiences of my life and also given me an image of the Kenyan people which I find highly inspiring. My favourite experience apart from my classes was the day we planted trees in Ngong hills. We had fun, did something for the environment and I hope I will get the opportunity of seeing the planted trees already grown twenty years from now.

How do you find Kenya and the different cultures?

Well speaking of a country as a whole and Kenya in particular is always tricky. The country is a Garden of Eden as far as wildlife is concerned. It was a childhood dream to come and visit it and it has come true. As for the cultures all I can say is that I know very little about it. But I find the Kenyan people to be exceptionally calm and polite. What I like is that people smile a lot.

Noting that you are so well-travelled, what advice would you give to Kenyans?

I am well-travelled because I seized all the opportunities at hand and

looked for more, although most people think it is because I am probably very wealthy. In my case I choose to work abroad and save each penny to visit the country and if possible the surrounding countries. If you put me in a position to impart advice I would say: Seize the opportunities at hand and look for more! For me seeing the world and the different cultures is like the best school of life and also a lesson of tolerance and empowerment. I can't say it is always easy but it teaches us about one selves and also about others. It's a very enriching experience. I have advised my French students at IPSTC to follow a program abroad for their master's called Erasmus Mundus: if selected you can have your master's degree fully paid for and get a chance of living in Europe and learning from other cultures. There is always much to learn from International interaction: which is why I love IPSTC so much!

Thank you so much for taking some of your time to answer these questions.

It was my pleasure Major Makau. Thank you for your interest.

**Maj. Makau
HPSS**

My Experience on the UN Tactical Level Protection of Civilians Training in Malaysia



Catherine introduces herself to the class during Introduction session

The protection of civilians concept started in the 1990's and broadly encompasses activities aimed at obtaining full respect for the rights of all individuals in accordance with international law international humanitarian, human rights, and refugee law regardless of their age, gender, social ethnic, national, or religious background. Since then, the protection of civilians has been at the forefront of the responsibilities of the international community with stronger mandates to protect the civilian populations from physical violence in peacekeeping operations. This is strongly evident in United Nations Security Council Resolutions 1674, 1631, 1265 and 1296 among others.

Similarly, over the past years, a significant amount of work has been done to improve the international community's response in relation to the protection of civilians. This has been led by different actors like the UN Security Council, the Department of Peacekeeping Operations (DPKO) and the humanitarian community made up of the

UN humanitarian agencies, the International Committee of the Red Cross (ICRC) and Non-Governmental Organizations NGOs all working in diverse and complex humanitarian contexts.

The Department of Peacekeeping Operations (DPKO) and the Department of Field Support (DFS) as part of this great effort have demonstrated strong commitment by developing a conceptual paper and supported peace operations by developing comprehensive POC strategies to enable better response to protection issues. POC trainings have been conducted in the recent past targeting personnel about to deploy or those already working in peace support operations from the military, civilian and police components. DPKO has championed the development and dissemination of training materials to enable a better understanding of POC to member states which is in itself a commendable effort. I attended and participated in the dissemination of training

modules both in Entebbe and Malaysia in the months of April and September respectively, this year.

The Integrated Training Service (ITS), Division of Policy, Evaluation and Training (DPET) of the Department of Peacekeeping Operations (DPKO) conducted a Training Course on Tactical Level Protection of Civilians Training Modules at the Malaysian Peacekeeping Centre in Port Dickson an event co-sponsored by the Government of Malaysia from 9th to 13th September 2013. The primary objective of the course was to disseminate the newly developed tactical level mission specific training materials on protection of civilians (Specialized Training Materials on Protection of Civilians-STM POC.) One important requirement for the participants' selection was having undergone the UN Core Pre-Deployment Training Materials (CPTM). This necessitated the reading of the CPTM and the country and the mission overview documents before commencement of the course.

There were thirty six (36) participants from eight different member states representing Finland, Norway, Sri Lanka, Denmark,

Cambodia, Thailand, Sweden and Malaysia with gender representation of thirty four (34) males and two (2) females. The training team comprised of Col Asif Chaudhry, Lt Col Ibrahim Bindul, Supt Ake Thorin and Ms Catherine Cherotich representing the military, police and the civilian respectively. The first training day started with the opening ceremony followed by three presentations on an introduction to protection of civilians. This was subsequently followed by learning activities on the second day with the introduction and presentations of four training modules with training modules of eight selected scenarios each; MONUSCO,

UNMISS, UNOCI and UNAMID modules.

The training displayed a great participation by the participants through the discussions and presentations by the different working groups. The participants undertook two tests; one entrance test to determine the course participants understanding of the CPTM and one final test to evaluate the content delivered during the course. The training came to a close on Friday, 13th September 2013 with the participants appreciating the training modules and embracing the need to deliver the modules in their respective National Training Centres. Moving to the African region and particularly

the Eastern Africa, The International Peace Support Training Centre in Kenya has conducted POC training from the year 2012 and in its learning plan meets the requirements of the UN standard training manuals. The year 2013 at IPSTC reveals the adaptation to the growing need to train on POC with the year registering four Generic POC courses and one specific POC Course to participants from the Federal Government of Somalia. Apart from the theoretical and case study presentations, the Centre additionally enhances participants' learning through a live demonstration at the Amani Village which is located within the Humanitarian Peace Support School (HPSS) in Embakasi. This enables the participants to appreciate and see the enacted scenario of the complexity of protection in the mission environment.

The protection of civilians realization requires more awareness to different actors in order to better address and respond to protection issues and challenges. As the saying goes, "a journey of a thousand miles begins with a single step", the effort of every individual contributes immensely to civilian protection at the strategic, operational and tactical levels.

By Catherine Cherotich
Directing Staff, IPSTC



Course participants in syndicate discussion



Participants pose for a photo

IPSTC First Quarter Events Calendar 2014



PEACE AND CONFLICT STUDIES SCHOOL (PCSS)

S/No	EVENT	DESCRIPTION	TARGET AUDIENCE
1	Professional Development Training 06 Jan -10 Jan 2014	A five days course funded by IPSTC	New Members of staff.
2	UN Staff Officers (UNSOC) 06 Jan -18 Jan 2014	A 12 days course funded by DMTC	Selected officers who may be serving in a Brigade level headquarters within EASF or other AU/UN missions.
3	Regional Senior Mission Leaders (RSML) 10 Jan -21 Feb 2014	12 days course funded by UK	Selected members of Eastern African regional organizations and member states.
4	Gender 20 Jan -24 Jan 2014	5 days course funded by AFRICOM	Military, police and civilian officers to be deployed as planning officers, training officers, Operations officers, CIMIC and Legal officers in mission environment.
5	Peace Support Operations Logistics (PSO LOG) 27 Jan -07 Feb 2014	12 days course funded by UK	Selected officers and civilians employed as logisticians in their national forces or expectant of being deployed in peacekeeping mission.
6	AMISOM Logistics (AMISOM LOG) 24 Feb -07 Mar 2014	12 days course funded by UK UNSOA	Selected officers serving as logisticians or expectant of being deployed in AMISOM.
7	AU/UN Staff Officers (AU/UNSOC) 03 Mar -21 Mar 2014	19 days course funded by DMTC	Selected officers who may be serving in a Brigade level headquarters within EASF or other AU/UN missions.

HUMANITARIAN PEACE SUPPORT SCHOOL (HPSS)

9	Safe and Secure Approach to Field Environment (SSAFE) 06 Jan -10 Jan 2014	10 days course funded by UNDSS	UN Staff being deployed to mission.
10	Civilian - Military Cooperation (CIMIC) 13 Jan -24 Jan 2014	12 days course funded by US	Military and civilian officers likely to serve in PSO as Civil-Military liaison officers.
11	Peace Keeping Operation Logistics (PKO LOG) 13 Jan -31 Jan 2014	19 days course funded by UK	Selected officers and civilians employed as logisticians in their national forces or expectant of being deployed in peacekeeping mission.
12	Rule of Law (RoL) 13 Jan -24 Jan 2014	12 days course funded by UNDP/JAPAN	Military, police and civilian officers serving in or earmarked to serve in staff positions with EASF, Peace operations and RECS/REMS and missions.
13	Conflict Analysis and Prevention (CAP) 13 Jan -24 Jan 2014	12 days course funded by UNDP/JAPAN	Practitioners working with peace and security issues in general and conflict prevention more specifically.
14	Physical Security and Stockpile Management (PSSM) 20 Jan -31 Jan 2014	12 days course funded by UNDP/JAPAN	UN staff being deployed to mission.
15	Exercise Planning Process (EPP) 20 Jan -31 Jan 2014	12 days course funded by DMTC	Selected individuals to be deployed in future Exercise planning roles in EASF and other regional organisations
16	Explosive Ordnance Disposal Level 1 (EOD level 1) 30 Jan -21 Feb 2014	12 days course funded by US	Members of the Kenya Engineers or other national equivalent qualified as Combat Engineers or Civilians working with demining agencies as deminers.
17	AMISOM Force Headquarters (AMISOM HQ) 03 Feb -28 Feb 2014	26 days course funded by ACOTA	Selected individuals who are serving or will be serving as staff officers at the mission HQ in AU/UN multinational force.
18	Safe and Secure Approach to Field Environment (SSAFE) 10 Feb -13 Feb 2014	4 days event funded by UNDP	UN Staff being deployed to mission.
19	Counter Improvised Explosive Device(C-IED) 14 Feb -17 Feb 2014	4 days event funded by US	Selected individuals who are serving or will be serving in staff positions with INGOs, Regional Organisations and peacekeeping missions.
20	PSO Planning (PSO Plan) 03 Mar -14 Mar 2014	12 days course funded by DMTC	Selected officers who may be serving in a mission level planning capacity within EASF or other AU/UN organs
21	Safe and Secure Approach to Field Environment (SSAFE) 17 Mar -20 Mar 2014	4 days event funded by UNDP	UN Staff being deployed to mission.
22	Physical Security and Stockpile Management (PSSM) 31 Mar -11 Apr 2014	12 days course funded by MSAG	UN staff being deployed to mission.

PEACE AND SECURITY RESEARCH DEPARTMENT (PSRD)

23	2014 IPSTC Research Agenda Workshop(Eastern Africa) Jan 2014	1 day event funded by UNDP/JAPAN	IPSTC staff, regional research institutions, universities and peace and security practitioners.
24	2014 IPSTC Research Agenda Workshop (Somalia) Feb 2014	1 day event funded by UNDP/JAPAN	IPSTC research staff, regional research institutions, universities and peace and security practitioners.



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