PEACE BUILDERS NEWS

Adopting New Approaches towards Improving Regional PSO Training

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COVER PICTURE: Director IPSTC Brig Nderitu with senior military officers, Director EASFSEC and Women County Director during the launch of IPSTC gender policy on 24th November 2015

Adopting New Approaches towards Improving Regional PSO Training

Coming to the end of yet another busy year at the International Peace Support Training Centre (IPSTC) gives me satisfaction occasioned by the tremendous achievement registered in various projects and activities that had been projected for the period ending December 2015. Foremost, I wish to thank all the members of staff for the serious dedication and commitment that they have shown throughout the year. Some of the highlights of 2015 achievements are in: Training, facilitation and conduct of courses; Mobile Evaluation and Mobile Training; Field research; Workshops and Symposiums and Training Needs Assessment (TNA).

The centre's Mobile Training Team (MTT) conducted Protection of Civilians Course in Addis Ababa, Ethiopia from 14th to 25th September 2015. The centre in collaboration with Cairo Centre for Conflict Resolution and Peacekeeping in Africa (CCCPA) conducted a series of Training of Trainers courses in Cairo, Egypt. The facilitators delivered three, one week-long Exercise Planning Courses (April 25th to May 14th 2015) and a one week Training

Participants of ACODE Roundtable following a presentation on 21 October 2015

of Trainers course (17-21 May 2015). In addition, TNA and mobile evaluation visits were successfully carried out by our teams who visited Mogadishu in Somalia and Juba in South Sudan. The findings of the report will enhance and shape our training curricula.

The Centre also conducted field research in Eastern African Countries including Uganda, Kenya, South and Sudan. This led to the publication of several research papers amongst them ten Issue Briefs and seven Occasional Papers.

The Centre's training platforms; Peace and Conflict Studies School (PCSS) and the Humanitarian Peace Support School (HPSS) successfully trained military, civilian and police components from Africa and the rest of the world. During the year, 135 courses were conducted in the Centre, with a remarkable 3,507 participants trained on diverse issues across peace support operations spectrum.The Centre also conducted a customised workshop on Security Sector Reforms (SSR) in Mogadishu, Somalia on 25-27, August, 2015, where some fundamental insights about the situation in Somalia emerged. In addition the centre held an Amani Lecture Series workshop on 16th May, 2015 whose focus was on Small Arms and Light Weapons (SALW) Proliferation in the Eastern Africa region, particularly their implications on peace and Security. In partnership with Advocates Coalition for Development and Environment (ACODE), the centre hosted the 5th Regional Security Roundtable whose theme was 'Shaping the Regional Peace and Security Architecture: Building Capabilities for the Military and other Security Agencies in the Greater Horn of Africa, 20–23 October, 2015.

The theme for this quarter's newsletter, **Adopting New Approaches towards Improving Regional PSO Training**

captures the resolute focus by the Centre manifested by its various activities throughout the year.

The activities include Mobile Training, Training Needs Assessment, Research, engendering of the Curricula and the development and adoption of IPSTC gender policy which marks a great milestone in promoting gender equality not only at the centre but also in the region's peace support operations. All these initiatives were aimed at adapting to the new approaches in the regional PSO training.

Lastly, IPSTC also managed to complete and commission the AMANI PSO Village simulation set up which has created an environment for the enhancement of pragmatism in training for complex operations. The CCTV Monitoring System at the AMANI PSO village has opened up more innovative ways of conducting PSO training.

IPSTC takes this opportunity to thank the various governments and partners for their contributions and guidance provided to ensure that the Centre fulfils its mandate. In the same spirit, the Centre looks forward to a better engagement and partnership in the New Year 2016.

Finally, I take this opportunity to wish all the staff, friends and partners of IPSTC prosperous New Year 2016. May God bless you.

Thank you.

**Brig P M Nderitu
Director, IPSTC**

PSRD's Activities 2015

The Peace and Security Research Department (PSRD) of the International Peace Support Training Centre (IPSTC) had a very eventful 2015. The department realised infrastructural developments and successfully undertook various activities:

New Offices

The PSRD began the year by moving into its new offices, the Research and Simulation Complex located in Karen. The IPSTC 2012-2015 strategic plan set out to realize a number of milestones, among them the construction of a research and simulation complex. The building is expected to play a critical role in improving the centre's output in research and training. This plan came to fruition in four phases. The 1st, 3rd and 4th Phases were funded by the IPSTC central fund, while the United Kingdom funded the second phase and the European Union made a major contribution towards furnishing, electrical and IT facilities for the building. The unveiling of the foundation stone was done in November 2013 and the project completed as scheduled in November 2015. The building was occupied by the research team in January 2015, and was officially opened by the Cabinet Secretary for Defense, Hon Raychelle Omamo on 17th December 2014.

The simulation centre located on the ground floor of the building once completed is expected to provide readily available, operationally valid, computer-assisted instruction for senior mission leaders and operational level participants. It will also assist in training the various mission components using computer-assisted joint exercises. The system will offer a realistic environment to mission leaders and help them develop doctrine and tactics. In addition, it will help them formulate and assess operational plans, conduct mission rehearsals, define operational requirements and provide operational input. This virtual, constructive, and gaming training environment will definitely take our training capability to the next level. This facility will be realised with assistance from the United States Government through the Africa Contingency Operations Training & Assistance (ACOTA).

The new building has also provided for an improved library that better contributes to our mission by equipping participants and staff with the skills and knowledge they need to maximize their contribution to peace support operations. Plans are underway to further improve the library through Investment in e-resources that will allow our staff, researchers and participants to have good access to e-content. In the near future it is foreseen that the library will be open for 24 hours, allowing for easier access to books and journals and freeing time for research and training. This library is expected to be more than just a repository for knowledge in the old archival setting but a living knowledge management tool.

The complex has also provided the much needed space for the IPSTC research team who have been scattered in small offices around the centre.

The 2015 Research Agenda

Every year the PSRD begins its calendar by formulating an agenda to inform its activities. This is done through a Research Agenda workshop. The IPSTC research agenda 2015 featured thematic areas related to women, peace and security and understanding emerging conflict trends, dynamics and the response strategies and mechanisms. A number of topics addressed the conflict in South Sudan and its impact on vulnerable groups. Some of the sub-themes addressed by the agenda included; statehood and national identity crises, election related conflicts, disaster management, resource based conflicts, migration related conflicts, community participation in peace and security, youth radicalization, role of regional organizations in conflict prevention, security sector reforms and disarmament, demobilization and re-integration (DDR).

> In the near future it is foreseen that the library will be open for 24 hours

The 2015 research agenda was the first to address issues that were also featured in the IPSTC Africa Amani Journal of Peace and Security.

In 2014, the IPSTC and UN Women entered into a partnership to support capacity building of women in Kenya. This project rolled into 2015 and sought to build capacity of women in peace and security in Kenya through gender based research and training design. It is envisaged that this will contribute towards assisting policy, providing knowledge and options for addressing some of the challenges still facing the country including: persistent inter-communal and cross border conflicts; the influx of small arms and light weapons; limited participation of women in peace processes and peace building; natural resource related conflicts and lack of gender sensitive models for conflict analysis; environmental insecurity and weak security institutions. Through this project, gender issues became prominent in the 2015 agenda.

A section of the new library

A participant of SSR workshop in Mogadishu contributing to a plenary discussions

Applied Research

In 2015 the PSRD team conducted field research in a number of locations around the Eastern Africa region. In northern Kenya two researchers undertook research on Women, Natural Resources Management and Peace building in Turkana County and Women's Capacity in Peace-building while another looked at Illegal Cross Border Migration and its impact on security in Eastern Africa. In South Sudan the field research focused on Sexual and Gender Based Violence (SGBV) Interventions in South Sudan with emphasis on the Interplay between Formal and Informal Mechanisms and Community Based Dispute Resolution Mechanisms. Rwanda and Uganda research focused on Security Sector Reforms and their influence on State Stabilization. The findings of these works were peer reviewed in two symposiums on 14 and 28 May respectively.

In August, IPSTC partnered with Japan through UNDP to conduct a workshop on Security Sector Reform for Somalia. The workshop was in support of other peace building efforts in Somalia. It was aimed at highlighting the current attempts at security sector reform and discussing the opportunities for holistic development of the sector in the country. The workshop attracted 37 Somali representatives from core security institutions (both military and civilian), management and oversight bodies, the executive, national security advisory bodies, Justice and the rule of law, civil society actors and academia
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Curriculum Design

The Curriculum Design team designed several new courses that were piloted within the year. These included courses on Protection of Internally Displaced Persons (IDPs), Community Peace Building, UN/AU PSO Logistics and Governance, Diplomacy, Peace and Security. A significant undertaking for the year was the engendering of 16 course curricula through the UN Women project. The section was able to review the curricula to ensure they are gender responsive.

The team also undertook Training Needs Assessment (TNA) and Mobile Evaluation in South Sudan and Somalia. The objective of the Mobile Evaluation was to establish the impact of training conducted for South Sudan on Sexual and Gender Based Violence (SGBV) and Protection of Civilians (PoC) and logistics training for the African Union Mission in Somalia (AMISOM). The TNA aimed at identifying gaps in knowledge and skills that various target audience have in Conflict Analysis and Prevention (CAP), Dialogue, Negotiation and Mediation (DNM) and Counter Improvised Explosive Devices (CIED) so as to tailor IPSTC training to meet their needs.

Later in the year the curriculum design section visited Marsabit to monitor and evaluate the impact of the training on the participants who had attended the Community Peacebuilding Course. The exercise

> The section was able to review the curricula to ensure they are gender responsive.

intended to ascertain whether the course was having the desired effect and also gauge it's appropriateness and if the curriculum needs to be adapted in any way in order to keep it more effective.

Library

The IPSTC library collection was boosted by donations from various partners who contributed books. United Kingdom, Japan, France, Netherlands, Switzerland, Canada, the Kenya Defence Forces HQ, ACCORD, Institute of Security Studies- South Africa, and the former IPSTC Director, Brig R. Kabage were among key donors.

Intern Programme

The PSRD intern programme realised the highest number of participants since it was started seven years ago. The programme provides a rare opportunity for young academics to experience the practicalities of applied research and curriculum design. Beneficiaries of the programme came from the United States International University, Africa Nazarene University and Masinde Muliro University.

The PSRD is driven by the IPSTC mission to conduct applied research, training and education of military, police and civilian personnel in all aspects of peace operations. PSRD contributes to this through the production and dissemination of knowledge on emerging Peace and Security Issues in Eastern Africa. The IPSTC website has the centre's latest publications and prospectus of courses offered. The department is looking forward to carry out more research in 2016 to further improve IPSTC's training delivery and regional PSO capacity.

Lt Col J Sitienei
Head of applied Research, IPSTC

Scaling the Heights of Gender Equality in Peace Support Operations

In October 2015, the UN Security Council adopted yet another resolution on women, peace and security dubbed resolution 2242. The resolution becomes the 8th to be adopted in fifteen years since the women, peace and security (WPS) agenda penetrated the highest global governing organ in the area of peace and security. The adoption of this resolution demonstrates the importance of the agenda and the unwavering commitment of the UN Security Council towards attaining gender equality as an important factor in achieving sustainable peace and security.

Resolution 2242 was adopted following a global study on the impact of UNSCR 1325, the first resolution by the Council on Women Peace and Security and the first binding framework to mainstream gender in armed conflict and security.

With seven resolutions on the WPS in a span of fifteen years, one would question the need and value of a new resolution. Resolution 2242 adds value in the already contested issue of women, peace and security in many ways. Generally the resolution seeks to address emerging peace and security issues by broadening the scope to cover a range of issues. It addresses new issues that have not appeared in any of the texts of the previous resolutions hence making the agenda more relevant. Some of the new dimensions introduced by the new resolution to the women, peace and security agenda include;

- Recognition of the important role of male engagement in promoting women participation in peace processes. This is important since responsibility for promoting gender equality is shared among men and women, yet for a long time it has been construed to be a female agenda.

- Recognizes the changing peace and security context and the importance for mainstreaming women, peace and security across all areas. Specifically the resolution notes the situation of rising violent extremism, the increased numbers of refugees and internally displaced persons, the

Staff and invited guests following a presentation during the launch of IPSTC Gender Policy

impacts of climate change and the global nature of health pandemics. Consequently, the council commits to increase attention to women, peace and security as a cross- cutting subject in all thematic areas.

- Identifies the barriers that need to be addressed in implementing WPS which include; resourcing, accountability, political will and attitudinal change, and concerted leadership, consistent information and action and support to build women's engagement in all levels of decision-making.
- Calls for incentivizing women's participation in peace talks, technical and financial support not just to women but to mediators and technical teams to understand the impact and importance of women participation

Maj Gen. N Mukala, Commandant Defence Staff College arriving for the launch of IPSTC Gender Policy

- Calls for efforts to increase greater numbers of women in peacekeeping operations (military and police) and commits to doubling these numbers by the year 2020.
- Recognizes the differential impact of terrorism and calls for increased women participation and leadership in developing strategies to counter terrorism and violent extremism through creating counter narratives and other appropriate interventions.

- Urges troop and police contributing countries to provide robust pre-deployment training on SEA, to vet their personnel, and to conduct swift and thorough investigations and undertake prosecutions of uniformed personnel involved in illegal activities where necessary.

As the UNSC puts new measures for promoting gender equality in global peace and security, the IPSTC as a regional centre of excellence formalized its intention and commitment towards promoting gender equality in PSO. This commitment is evidenced by the adoption and launch of a gender policy christened *'Institutionalizing gender equality at IPSTC for the advancement of women peace and security in peace support operations.'*

The IPSTC gender policy is informed by an institutional gender audit and premised on various international and regional frameworks on gender and equality. The policy goal is to institutionalize gender equality at IPSTC and advance the Women, Peace and Security agenda in peace support operations.

Guided by four principles namely:- gender balance, non-discrimination, accountability, and organizational culture, the policy has four objectives namely:

UN Women Country Director receiving a plaque from a Community Peace Building course participant

- To formalize and structure IPSTC's commitment to achieving gender equality;
- To specify measures that will be taken by IPSTC to achieve gender equality in the Centre's systems, structures plans, programmes and activities;
- To outline primary management and accountability measures for tracking the achievement of gender equality results;
- To promote the application of United Nations Security Council mandate on women peace and security in PSO.

The policy outlines nine key priority areas that the centre will address in the next two areas in order to fully ground gender work at IPSTC with ripple effects to the regions peace support operations.

Finally, the policy states key responsibilities for various IPSTC organs and offices in its implementation and provides an accountability mechanism.

As a new initiative, the IPSTC gender policy marks a significant milestone towards the achievement of gender equality and promoting women voices in peace processes.

Catherine Njeru
Gender Specialist, IPSTC

Adopting Gender Responsive Curricula for PSO Training

Conflict and post-conflict contexts present gendered challenges affecting men, women, boys and girls. Generally, conflicts present common effects on both male and female genders. However, it is important to note that men, women, boys and girls have varied experiences during and after violent armed conflicts. It is against this background that the peace keepers understand that the social contexts within which conflicts emerge and the post-conflict environments within which they operate are shaped by relationships between men and women.

The adoption of the United Nations Security Council Resolution (UNSCR) 1325 in the year 2000 and progressive adoption of more UNSC resolutions, to a larger extent, have stimulated the reflection of gender issues in conflict and post-conflict contexts broadly. In the vast array of Peace Support Operations (PSOs) activities, marginalized peace and security issues affecting male and female genders in conflicts need to be chanelled through the mainstream of PSO training framework.

The IPSTC curriculum development recognizes that gendered approach to issues through training is key in bridging some of the knowledge and performance gaps identified in peace operations environments. The courses reflect on peace and security issues impacting gender in PSOs across the spectrum of conflict prevention, management and post-conflict recovery. The bold step undertaken by IPSTC to engender curriculum is a milestone in adopting strategies that support effective implementation of the UNSCR on Women Peace and Security (WPS) and gender in general. The main goal is to integrate gender perspectives in specific course content guided by the acceptable international frameworks on gender.

The IPSTC curricula thus becomes a gender responsive tool that speaks to key issues of gender in PSOs. *Gender refers to the relationship between men and women as well as how such relationships may impact and/or be impacted upon by socially constructed perceptions, attitudes and roles and responsibilities in conflict and post-conflict contexts.* It is critical that curriculum design and training depicts the male and female gender aspects that outlines the different experiences and needs for men, women, boys and girls in peace operation contexts. The main aim of engendering the IPSTC course learning plans is to provide guidelines for addressing gender aspects relevant to PSO training. While it is important to ensure course content and delivery is responsive to gender needs, aspirations and expectations in conflict and post-conflict contexts, the learning plan engendering scope recognizes that specific course themes and /or modules are not altered. To realize this, without being seen as a threat or as watering down the course content, the learning plan engendering process upholds the following:

- **Content Identification** on gender related issues that is fitting and relevant in the various courses.
- **Mainstream** gender aspects throughout course modules and mainstream gender in the whole curricula.
- **Language Selection** that reflects gender mainstreaming consciousness in all the curriculum documents (learning plans and facilitator guides).
- **Capacity:** Build the capacity of the curriculum development team particularly on how to engender the curricula.
- **Induction of** the facilitators particularly on how to incorporate and holistically present gender related content and engage both men and women sensitively in order to enhance learning.
- **Identify a wide variety** of course methods that may be used to facilitate the learning process by incorporating gender responsive perspectives on the themes and topics covered in the modules.
- **Learning Activities** that include questions reflecting on gender content so as to enable further discussions and appreciation of gender dimensions in PSO.
- **Facilitators are encouraged** to uphold gender sensitive and responsive attitude in the training delivery and relate course content to gendered aspects in the field.

However, over-reliance on gender training as a magic bullet in addressing the gender concerns in PSOs faces a lot of challenges as well. Facilitation of gender modules especially by women is a challenge; this in itself has led to stigmatization of gender as a women issue. On the other hand, curricula are often silent on the male gender. *The men`s gender issues are hardly mentioned hence systematic silence of men and boys' practical needs in conflict situations.* The gender neutral curricula may also promote gender biases inherent within facilitators and may enforce traditional gender stereotypes and myths

It is worth noting that course facilitators have a tremendous influence on helping participants understand and appreciate gender and gender significance in PSOs. However, caution must be taken to ensure that both male and female facilitators handle and/or participate in training gender modules. This will breakdown the gender stereotypes, thereby creating a training environment that is gender sensitive.

Community Peace Building course participants registration: Enhancing gender inclusive training

Despite the challenges, learning plan engendering has enabled the Centre to address gender neutral and/or biased curricula constructively, ensuring that the specific course content remains relevant and solid. Initially, the gender course modules were biased towards women and girls issues than men and boys, thus building the myth that gender means women. The development of a gender responsive curricula in essence will help break the gender barriers affecting performance in PSO. The engendered curriculum will guide training activities that are responsive to gender. It is therefore recognized that although women have been marginalized for a long time, gender should address both male and female practical needs and strategic interests for sustainable peace and development.

Maj C B Nekesa
Curriculum Designer,
IPSTC

Training and Evaluation Initiatives: Beyond IPSTC'S Physical Confines

Mobile Training Team (MTT), Mobile Evaluation Team (MET) and Training Needs Assessment (TNA) are quite familiar terms at IPSTC. They are some of the new initiatives adopted by the institution and its partners to enhance the quality, quantity and access of training and education offered. This followed the realisation that the institution's area of operation, Eastern Africa, is vast, consisting of 10 countries, and each country having unique training needs in regards to Peace Support Operations (PSO). As shown in the diagram below, the ultimate goal of the said initiatives is to realise relevant, effective and efficient training in the region.

This article gives a description of the initiatives' implementation processes and a glimpse of their significance in achieving IPSTC's primary mandate.

From IPSTC's standpoint, MTT is a process where a team of two or more qualified IPSTC personnel are sent to a country or an area in Eastern Africa for a specific time (one-two weeks) to train participants in a selected course. Overall, the MTT concept aims at increasing the effectiveness and outreach of IPSTC training and education programs. It allows the institution to send facilitators and training materials to PSO practitioners in parts where training is needed to fill a performance gap. The training participants are normally indigenous personnel working in mission or PSO environment. Furthermore, depending upon the findings and recommendation of initial TNA or/and host country/organization requests, the participants are often multidimensional in nature involving the military, police and civilians.

MTT has two specific objectives for the institution and the region. The first one is to increase the capacity of IPSTC to deliver training and education to PSO practitioners outside the physical confines of the institution. The second objective is to contextualize the IPSTC's training to specific country and milieu. In this regard, MTT is directed to offer training and education that enhance personnel knowledge, skills and attitude to operate in a specific PSO environment with the slightest hitch possible. Often times, the training is offered in form of Train-the-Trainer (TOT) where those in strategic positions are trained to train others in their organizations hence developing a self-training capability in a particular skill. MTT concept is valued by IPSTC because, among other reasons, it allows delivery of quality and customized training to a large group of people using a small number of professional training facilitators at a reasonably low cost.

It should be noted, nonetheless, that a successful MTT exercise requires immense planning and resources. It commences with an analysis of participants' and organizations' abilities and current performance levels in PSOs. This procedure aids in determining the performance gap that needs to be filled through training. The analysis also includes
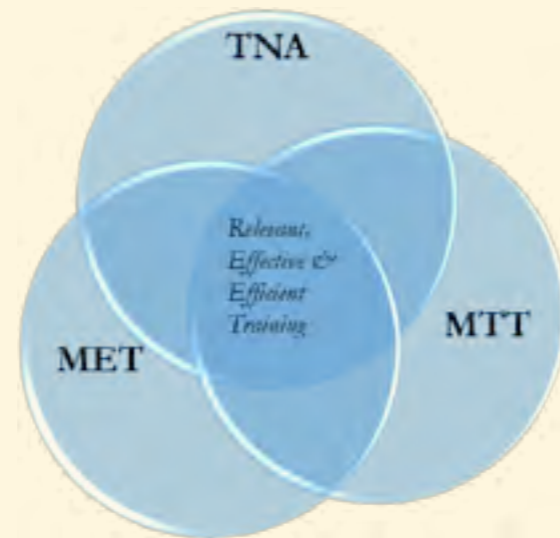
Source: Author's conceptualization

identification of the potential training participants, their preferred learning methodology and present conditions in participant's environment. This in-depth exercise is a field-based research commonly referred to as TNA.

Subsequent to the needs analysis is development of training objectives. The objectives will enable the members of MTT to develop a comprehensive training plan including listing the appropriate physical, financial and human resources required to conduct the training. Another important MTT aspect is the development of course materials including presentations, manuals, reference guides and other training materials. Since 2013, IPSTC has conducted several MTTs in Ethiopia, Somalia, South Sudan, Egypt, Ghana and Zimbabwe. The courses that have been offered in form of MTT include Dialogue, Negotiation and Mediation; Security Sector Reform; Sexual and Gender Based Violence; and Protection of Civilians among others.

On the other hand, IPSTC describes MET as an initiative where a team of researchers are sent to the field, nationally or internationally, to follow up and evaluate the effectiveness of training offered by the institution. The target population includes course alumni, their employers, immediate supervisors and beneficiaries of their service (for example, local communities). The overall aim is to determine participants' satisfaction, achievement, on-the-job performance and the holistic impact of the training. Specifically, the objectives of MET are threefold. First, it ascertains the degree to which the training offered has achieved the desired objectives. Second, it ensures that the training offered is effective and of value to practitioners' work and society

in general. Third, it identifies any emerging training need in PSO that was not covered by a previous training. The feedback is used by the institution to improve the training, course materials and the training approach so as to ensure that the participants fully benefit from the training offered.

More often than not, there is an active participation of personnel from other partner organizations such as Eastern Africa Standby Force (EASF), the German Federal Enterprise for International Cooperation (GIZ) and Institute for Security Studies (ISS) in the MET exercise. From 2013 to date, IPSTC has conducted MET in various nations and organizations including South Sudan, Somalia (AMISOM), Democratic Republic of Congo (DRC), and Kenya among others. Over the same period, almost all the courses offered by the institution have been evaluated.

In conclusion, it is said that a training program is effective to the extent that it has achieved its learning outcomes. In this regard, IPSTC is doing everything to ensure that the training and education offered do not only meet the internationally set standards but also answers to the specific needs of various countries within the Eastern Africa region and beyond. Immersing ourselves in these specific countries enables us to empathize and deeply understand their training needs and daily existences. With this, we emerge fully equipped to provide relevant, effective and efficient training and support.

**Margaret Cheptile,
Curriculum Designer, IPSTC**

MET in Marsabit County (Kenya), September 2015

Advocates Coalition for Development and Environment's (ACODE) 5th Regional Security Roundtable

The International Peace Support Training Centre (IPSTC) played host to the Advocates Coalition for Development and Environment's (ACODE) 5th Regional Security Roundtable that was held on the 21st and 22nd of October 2015. The roundtable was opened by the Institution's Director, Brigadier Patrick Nderitu. It brought together participants from various countries including Kenya, South Sudan, Uganda, Burundi, The United Kingdom, Canada, Israel, Germany, and Poland, all in different high level capacities both military and civilian.

Among them included H.E. Amb Yahel Vilan, the Israeli Ambassador to Nairobi, H.E. Ambassador Issimail Chanfi (Director, Eastern Africa Standby Force Secretariat), Dr. Simon Carter (Regional Director, IDRC), Dr Arthur Bainomugisha (Executive Director, ACODE) and Professor David Francis (Head of Peace Studies, University of Bradford). Various local, regional and international academic institutions were also ably represented and among them were University of Nairobi (Kenya), Makerere University (Uganda), University of Juba (South Sudan), Egerton University (Kenya), University

of Bradford (UK), National Defence College (Kenya), Kenya Military Academy (Kenya), Defence Staff College (Kenya), Rwanda Peace Academy, and Galilee Management Institute (Israel).

Other organizations and agencies that were represented included United Nations Mission in South Sudan (UNMISS), International Organization for Migration (IOM), Regional Centre on Small Arms (RECSA), East Africa Standby Force Secretariat, Kenya Civil Aviation Authority (KCAA), Uganda Police, and Uganda Rapid Deployment Capability centre.

The theme of the roundtable was *strengthening the Capabilities of the Military and other Security Agencies for Threat Management and Security Co-operation in the Greater Horn of Africa*. It aimed at focusing on the military's role in key contemporary security challenges such as its responsiveness and that of other security agencies to terrorism, political insurgencies and other armed conflicts that disrupt democratic gains within the region.

In so doing, the meeting had various objectives including reviewing the progress made and challenges encountered in mainstreaming the policy recommendations of previous roundtables in national and regional security frameworks. Another objective was to assess the new and emerging regional security challenges in the Greater Horn of Africa and how the military and security agencies should respond. In addition, promoting security cooperation among regional militaries and other security agencies, civil society and academics in order to respond collaboratively to regional security challenges was another objective. The final objective was to build a regional community of experts on security issues that can be relied upon for regular analysis of security threats.

H.E. Amb Yahel Vilan, the Israeli Ambassador to Nairobi (Centre) with Director IPSTC and other ACODE roundtable participants

The keynote speech was delivered by the Director, IPSTC, who appreciated the fact that many regional scholars and peace and security agencies graced the occasion in order to share their knowledge and experience in addressing the myriad problems affecting security in the greater Horn of Africa. He acknowledged the fact that previous roundtables have sought ways of incorporating military diplomacy in prevention and mitigation of conflicts in this region. The Director noted the importance and impact the roundtable would have in improving the response time of the military and other security agencies to threats emanating from terrorism and political instability owing to the fact that the complex nature of the conflict in the Horn has left a catastrophic humanitarian situation which has seen a wanton displacement of civilians within the region and beyond.

He reiterated that as a region we need to examine these challenges and find more innovative ways to prevent, and mitigate these conflict and called on participants to be good ambassadors of IPSTC.

The roundtable through its fruitful and productive interaction came up with recommendations which included rethinking the definition of Peace and Security; addressing such questions as: peace and security for whom? and by whom?; assessing the military and security agencies in responding to regional threats; strengthening the peace and security partnership principles at all levels by all partners; strengthening the capabilities of the Regional Organisations to meet their role in promoting peace and security; and ensuring effective management of the natural resources and promoting resilience due to emerging security threats.

Watson Karuma
Library, IPSTC

Disaster Preparedness Planning

The concept of disaster preparedness stresses building a culture of readiness that anticipates potential disasters and equally puts measures in place for effective response and recovery efforts. The goal of disaster preparedness is to minimize the adverse effects of a hazard through effective precautionary actions and plans that will consequently translate to timely, appropriate and efficient coordination and delivery of emergency response in the event of a disaster.

Integrated in the **preparedness phase** of the disaster **management cycle** is the **preparedness cycle** with five major components, one of which is further magnified to form the **planning cycle** as shown in the diagram below.

The ultimate objective of disaster preparedness is to have plans that are all-inclusive, reliable, can be implemented and for which commitment and resources are relatively assured. These plans provide strategic, operational and tactical guidelines that cut across all the other phases of disaster management. The **Deliberate plans** and **Crisis Action plans** constitute the products of this process. Strategic stage sets the context and

resources required to meet the capability targets. The 'whole community' approach is highly recommended to achieve plans developed and owned by the community through a participatory process. Communities are not only usually the first responders to disasters but are also central actors in reducing risk.

The second key aspect in this process is **Plan Integration**. A coordinated disaster preparedness and response system is dependent on a framework that marries plans of different stakeholders (including government bodies), response agencies, private sector and community based entities to achieve a synchronized plan at all levels. **Vertical integration** means coordination between central level and local level entities which results in promotion of complimentary goals & strategies, reduction of fragmentation & confusion and sets a common focus. **Horizontal Integration** on the other hand is coordination among and between organizations. This fosters cooperation & teamwork and integrates operations across jurisdictions. Synchronizing these plans clearly spells out roles, responsibilities and tasks of each response agency including command and leadership
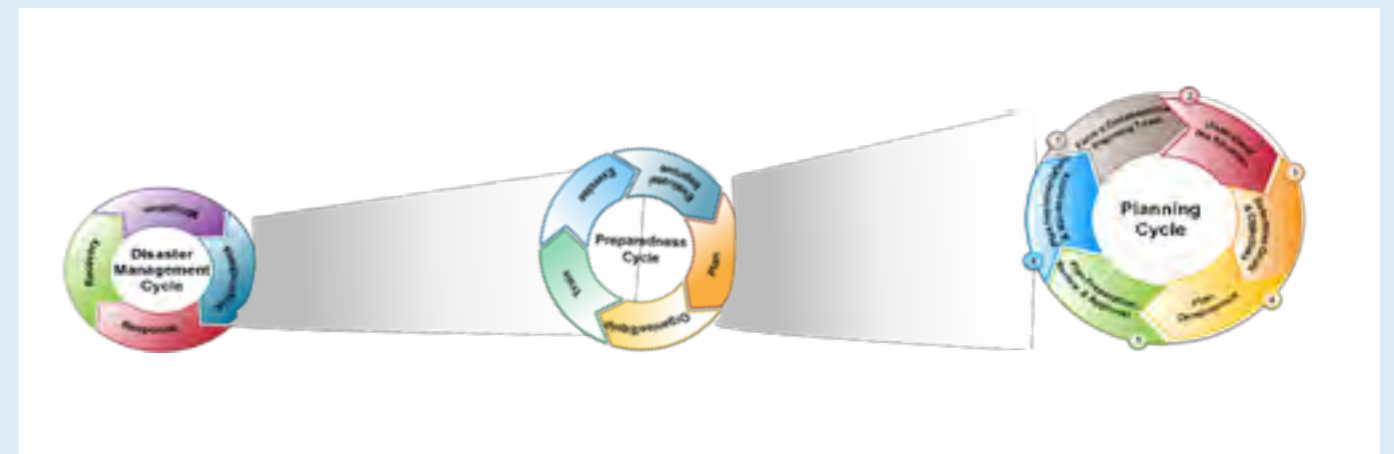
expectations for operational planning while operational planning provides the framework for tactical (incident scene) planning. It is important to note that these plans require approval from the senior leadership for them to be valid and be implemented.

What then are the **fundamentals** of disaster preparedness planning? At the core of this process is vulnerability assessment or what disaster managers call **Threat and Hazard identification & Risk Assessment (THIRA)**. This entails a detailed research on susceptibility of specific geographical areas or communities to particular disasters/hazards (whether slow-onset or sudden) through an in-depth analysis of risk patterns and trends. THIRA helps communities map out their risk in terms of understanding potential threats and their impact, setting capability targets & desired outcomes and estimation of

during disasters. A collaborative planning team should include representatives from key stakeholders, partners and Subject Matter Experts.

Resource Management is a key fundamental in planning. The requirements to meet an emergency situation will depend on the types of hazards the plan anticipates. This should explicitly be highlighted to cover all aspects of response and recovery implementation. It details the policies, roles, responsibilities and procedures for procurement and allocation of resources to include personnel, equipment and supplies and service during and after emergencies. It also facilitates the identification of existing resources, planning for probable resource needs and description of how additional resources will be acquired and distributed.

Information and Warning systems provide a framework through which the public gets communication on potential disasters and expected actions. This information must be packaged for slow onset and sudden disasters. These include; Early warning system that gives a vulnerable population adequate notice of an impending disaster to take precautionary measures, and monitoring system to update the early warning information. This will provide the populations at risk about the danger and explains the appropriate protective steps to take before, during and after a disaster.

The final major fundamental of preparedness planning is the **response mechanisms**. Training and exercises are an important element of plan validation and implementation as they help in establishing if the new plan's goals, objectives, roles/responsibilities, assumptions and actions support successful outcomes. This will test the system as a whole and invariably reveal gaps that otherwise might be overlooked. It is said,"

As *military maneuvers cannot fully portray the reality of battle, neither can disaster preparedness rehearsals portray the full dynamics and potential chaos of a relief operation,"* but they will surely inform plan evaluation and improvement.

Consultative Disaster Preparedness planning process sets the stage for the achievement of the **Hyogo Framework for Action 2005-2015 whose goal is building the Resilience of Nations and Communities to Disasters.** This framework aims to gain a substantial reduction of disaster losses, in lives and in social, economic and environmental assets of countries and communities by 2015. This can be better achieved if the disaster preparedness plans of different entities are synchronized, linked to and anchored on the national plans, strategies, processes and systems.

**Major B Eyanae,
HPSS**

Group photo of participants of a Disaster management course

Communication in Disaster Management

The world is currently faced with the increase in intensity and frequency of disasters of all kinds and their devastating impact to populations, especially the vulnerable groups. In what can be seen as defining steps towards efficient and effective disaster management, many states have created bodies charged with the responsibility of shaping related policies, plans and Standing Operation Procedures (SOPs). There is a paradigm shift from the traditional relief-centered response to a proactive prevention, mitigation and preparedness-driven approach for conserving developmental gains and minimizing loss of life, livelihood and property. Managing information during a humanitarian emergency is a crucial element of disaster management. A strategic communication plan must be deliberately developed and continuously updated to incorporate changing trends in disaster management and lessons learnt from past emergencies/disasters.

Response efforts during disasters are more often than not characterized by confusion and chaos. In such situations, rumors and misinformation if not well managed may lead to uncontrollable panic and more damage. In cases where a public information officer is not pre-identified, the emergency response team must quickly appoint one and assign him/her the responsibility of implementing the strategic communication plan.

This will ensure that there is effective flow of key information among both the general public and the response agencies. Information management involves coordination, delivery of relief assistance, beneficiary involvement, external relations, monitoring and evaluation. These disaster communication functions cut across all phases of disasters.

The mitigation phase of disaster management encompasses activities geared towards eliminating or reducing the probability of disaster occurrence, and/or minimizing the effects of unavoidable disasters. The communication aspects in this stage include provision of information on hazard mapping to stakeholders and the affected community, constant update on vulnerability analyses, information on specific mitigation measures and awareness campaigns through the media and other available channels.

During the preparedness phase, governments, organizations and individuals develop plans to save lives, minimize disaster damage and enhance disaster response operations. Preparedness measures include sharing preparedness plans, combined emergency exercises/training, communication of early warning messages, testing of emergency communications systems, updating resource inventories and emergency

personnel contact lists and conduct of public information/education. The highlight of this is the development of the strategic communication plan and the related operational communication plan that will translate into standard information products. The standardization of these products will achieve coordinated response efforts with defined roles and responsibilities of the public information officers for effective information management during operations. As with mitigation efforts, preparedness actions depend on the incorporation of appropriate measures in national and regional development plans. In addition, their *effectiveness depends on the availability of information on hazards, emergency risks and the countermeasures to be taken, and on the degree to which government agencies, non-governmental organizations and the general public are able to make use of this information.*

The response phase includes the mobilization of the necessary emergency services and first responders in the disaster area with the goal of saving lives, reducing economic losses and alleviating human suffering. Effective information management in the phase of a life threatening situation is definitely not an easy task. This calls for a quick familiarization and implementation of the operational communication plan while guided by the strategic communication plan. The responsibility of control and dissemination of information during response situations lies with the incident commander and the lead public information officer. Development and use of a common communication plan links the operations and support units of the various agencies involved to

enable common situational awareness (overview of incident) and responsive interaction. *Timely, consistent and accurate incident update eliminates rumors and misinformation.*

The Recovery efforts are taken to return a community to normal or near-normal conditions. These measures may be short and long term and include returning vital life-support systems to minimum operating standards, temporary housing, public information, health and safety education, reconstruction, counseling programs and economic impact studies. *Information on resources and services include data collection related to rebuilding and documentation of lessons learned.* The communication products at this stage should be packaged in a way that guarantees community participation. The 'whole community' approach is used which entails understanding the diversity of the community with focus on their needs and capabilities required in rallying for their participation. Community initiated campaigns like outreach programmes should be emphasized.

Appreciating the importance of communication before, during and after disasters is key to the provision of effective response in times of complex emergencies. A clear information management structure also ensures that all the organizations involved work with the same or complementary information and that this information is as relevant, accurate and timely as possible.

Major B Eyanae, HPSS

AMISOM Force Headquarters Training

In today's battle field, the shift of tactical advantages from friend to foe can be quick and unforeseen. The intelligence is usually inaccurate and the enemy ruthless. The enemy's determination to succeed in order to please a higher divine power, has given extremist groups more will now than ever before to fight. Terrorist activities have been more active in the Middle East and Africa in the last 5 years than any part of the world.

The simplicity of their operations and the ineffective operating procedures in conventional armies have made their attacks even more successful. This calls for effective leadership in conventional armies. Commanders need to stay in control of the situation at all times in order to make the right decisions. In addition, they need informed, accurate, feasible, objective and attainable advice to help make the tough decisions that will have a direct effect on their troops and most importantly have a desired effect to the enemy.

That's where staff officers come in as the commanders depend on them for advice. A commander can't be everywhere and know everything but he can rely on a group of competent, loyal and dedicated officers by his side that will not only offer him advice, but will also streamline the headquarters with professionalism and competence.

The Amisom FHQ training offers such qualities to officers deployed and about to be deployed at sector headquarters. It does this through objective and up to date training by experienced mentors and trainers from Africa Contingency Operations Training and Assistance (ACOTA). It sets up complex scenarios in the syndicate work in order to paint a true picture of the challenges in a mission headquarters and be able to come up with solutions to mitigate these problems.

The recent training that took place between 13th October and 15th November, was no exception with its main focus being the Amisom FHQS training which the participants were about to embark on. The training took a period of 5 weeks and by the end of it, participants had been equipped with the necessary skills to ensure they are able to perform effectively the duties of FHQ staff officers with knowledge and competence.

Capt A Mbugua, HPSS

army engineers
- The United Nations Office for Project Services (UNOPS) – provision of administrative services.
- The United Nations Support Office for AMISOM (UNSOA) – Provision of transport services for the course participants.
- The United Nations Department of Field Support (UNDFS) - Triangular Partnership project Managers.
- Two observers from the Swiss Armed Forces.
- Four interpreters

The course was delivered by 11 (eleven) Japanese trainers from the Japanese Self Defence Forces Engineers. There were subject matter experts who shared their knowledge and experiences with the participants. The course was officially closed by the Assistant Secretary General Department of Field Support (ASG DFS). Other dignitaries who graced the occasion included a Kenya

> The course objective was to provide trainees with the basic skills ...

Defence Forces (KDF) representative, a representative from the Japanese embassy in Kenya, a delegation of senior military officers and foreign affairs staff from Japan and Senior United Nations officials.

Captain S J CHARO, HPSS

Triangular Partnership Project Trial Training: Basic Engineering Plant and Equipment Course

A triangular partnership project trial training: Basic engineering plant and equipment course was conducted at the Humanitarian Peace Support School (HPSS) from 7th, September, to 16th, October, 2015 based in Embakasi-Nairobi, Kenya. The training was funded by the Government of Japan through the United Nations Department for Safety and Security (UNDSS) and the Department of Field Support (UN DFS). The function was graced and opened by Ambassador Rachel Omamo (CS Min of Defence), who was the chief guest.

The aim of the course was to train African peacekeepers in the use and maintenance of heavy engineering

equipment. The concept involves training and the procurement of heavy engineering equipment for training and operations, all of which will be United Nations Owned Equipment (UNOE). The course objective was to provide trainees with the basic skills to operate and maintain bull-dozers, self-propelled graders, hydraulic excavators, and bucket loaders or front-end loaders in the execution of basic engineering operations.
The participants were drawn from four (4) East African States; Kenya, Uganda, Tanzania and Rwanda. Other Course players and support staff included:

- Eleven trainers from the Japanese

A trainee receiving instructions from a Japanese Army instructor through an interpreter

Key Visits and Events at IPSTC

During the Fourth quarter of 2015, the International Peace Support Training Centre welcomed key personalities across the globe to various events. This included delegations from other training institution, partners and other dignitaries. Also included are acctivities by IPSTC Staff.

A group photo of a delegation from Army High Command Course from India during a visit on 13 October 2015

A visit by a delegation from the Federal Democratic Republic of Ethiopia Peace Support Training Centre on 9 Dec 2015

Brig Gen W P West of CJTF- HOA paying a courtesy call to Director IPSTC on 5 October 2015

From Left: Amb Chanfi- EASFSEC, Prof Francis -Bradford University, Dr Arthur- ACODE and Brig Nderitu - IPSTC during the ACODE 5th Regional Round Table

IPSTC Staff during a team building activity at Kilimambogo on 14 December 2015

Maj Gen (Rtd) T Cross CBE (UK) paying a courtesy call to Director IPSTC on 6 October 2015

Chinese Defence Attaché Senior Col Qiu Yi receiving a commemorative plaque during a visit to IPSTC on 05 November 2015

Tree planting exercise by IPSTC Staff on 10 Dec 2015 at HPSS

The Core Content of an Evacuation Plan

Personal Safety and Security in the Field (PSSIF) training is designed to put individuals under stressful conditions while preparing them for the worst case scenario. Its methodology is that essential classroom theory is complemented by real life simulation confronting key issues such as road blocks, abductions, weapons, mines and crossfire. This is an invaluable training in that it enables field workers to reduce security risks and enable them to deal with situations that could compromise their safety and that of their colleagues.

One such training was conducted at the Humanitarian Peace Support School (HPSS), Embakasi-Nairobi, from 26-30 October 2015 and funded by Red R UK. Red R is an international disaster relief NGO which trains aid workers and provides skilled professionals to humanitarian programmes worldwide, helping to save and rebuild the lives of people affected by natural and man-made disasters.

One of the objectives of the training was to impart evacuation planning knowledge and skills to participants who could be deployed or often deployed in a hostile or potentially hostile environment. The author who helped coordinate the same training on behalf of the host shares a few ideas with the reader on the importance of the whole aspect of evacuation planning.

An **evacuation plan** is a single document that describes the likely circumstances that warrant evacuation, lists the evacuation procedures for, and establishes the duties and responsibilities for agency personnel in the event of, the evacuation of one or more staff members. Every evacuation will have its own characteristic signature. Some crises arise that precipitate a quick and intensive evacuation. Others unfold with excruciating fits and starts over time. There are those that are highly predictable. And those that come out of the blue. Unanticipated incidents may always occur during an evacuation that require leadership, judgment, and creativity. Having a well-conceived evacuation plan will guide an agency's preparation prior to and procedures during an evacuation that augment the capabilities of agency personnel.

The following are only suggestions for the basic content of an evacuation plan. Each agency must choose the most relevant information to present and the best way to present it.

Types of crises covered

It is important to note that an evacuation plan can cover a range of crisis situations including medical emergencies, family crises, natural disasters, environmental hazards, civil unrest and political uprisings, or country¬wide evacuations. These crises can affect a single individual or the entire agency. An agency may choose to evacuate a single site, a province or an entire country.

Roles and Responsibilities

The chain of command and decision making process in an evacuation includes: the role of the chief of Mission, field directors, headquarters leadership, embassy personnel, and all agency personnel at every level in responding to a crisis. The functions and responsibilities of each staff member should be clearly defined. It is most useful to refer to positions rather than individuals in defining roles and responsibilities to account for frequent staff turnover and absences from post. Agreements and understandings with respect to the coordination of communication and movement, leadership and command with other agencies and governments should be clearly detailed.

Communication

Effective communication is the key to any crisis management system. Experience indicates that effective communication must operate on several levels: country office with headquarters, country office with other agencies, country offices with field offices/personnel. Pre-existing cordial working relationships with other agencies (especially those with broad radio nets and transport) has often proved crucial to timely communication and logistics as local infrastructure deteriorated. Creating and developing these networks prior to an emergency reduces the chances of a breakdown and misunderstanding at the moment of crisis. Field staff (especially local staff) can play a major role in developing a working communication system by liaising with the local stakeholders.

Travel and Transportation

Information on travel methods and routes must also be as specific as possible (overland, air, sea, private, commercial, military). Maps demarcating pick up points, potential landing sites for aircraft and/or helicopter, and estimated travel times under normal circumstances should also be included. Guidance about border crossing should also be provided, indicating when it should occur, where it is safe to cross, and the procedures for crossing and making contact with the appropriate authorities in a third country. Most importantly, alternative methods of travel and routes must be presented and prioritized in the event that the useful routes are no longer safe or feasible. All field staff residences and work sites should be clearly located on the maps.

Safety and Health Concerns

The evacuation plan should address basic safety and health precautions, including information about: safe water and food supplies stocked at safe havens; medications and first aid supplies; safe shelter; dealing with military, police, and other officials.

Administration

The evacuation plan should specify what administrative responsibilities require attention in the event of a crisis.

Scenarios

Even the best laid plans cannot factor in all possible variables. Yet probable scenarios that impact on communications (no telephone lines), transportation (public transport strike), or coordination (capital city destabilized) should be considered and fall back procedures developed.

In conclusion, RedR has been conducting training events at HPSS – both open courses and tailor made ones. The open courses have included a 5 day Personal Safety and Security in the Field and a 5 day Security Management training. The Tailor made courses cover a range of topics; these can include everything from undertaking learning needs assessments or skills audits to designing effective learning programmes, through to practical security advice to management teams and their staff.

Maj D Y Kilimo
SO2 Coord, HPSS

Kenya Red Cross Society (KRCS) Hazards Preparedness Exercise

The Kenya Red Cross has been supporting the Kenyan communities in alleviating poverty, drought, floods, poor health, malnutrition and the management of natural disaster to reduce the loss of human lives and the promotion and raising of living standards to every Kenyan.

KRCS has been at the fore front of improving the quality of Kenyan lives through a dedicated staff that is keen on resolving the problems facing Kenyans and it is prompt in responding to disasters. Since its inception half a century ago the KRCS has stood up with communities in the various natural and manmade disasters.

In the discharge of their duties, the KRCS staff goes through some of the most volatile places in the country in order to reach out to the less fortunate who are usually entangled by the political and security situations. The staff are dedicated to their duties and usually brave the different security situations to be able to reach their objectives.

The security exercise is therefore crucial for the staff to help them in gaining the various skills required to enhance their own security, the assets they have and still be able to achieve the mission objectives.

In today's Kenya where terrorism is rampant, and the terrorist networks don't have sufficient funding, they may resort to abductions of soft targets of which KRCS just happens to be one. The resources the responders move with, which include vehicles and medicine, are very attractive to the terrorists and therefore would lead to an increase in the chances of hostage taking.

In light of this, staff needs to be prepared for those eventualities and ensure that they have the concepts of procedures to follow when caught up in such a situation. The situations are complex and different, but the enduring character of the situations that include anxiety and fear are constant.

The training of KRCS Staff at HPSS on 8th, October, 2015, provided just that in a simulated controlled environment in the PSO village, where the participants were taken through a scenario that depicted an analogy of their working in hostile environment. It entailed normal response to a village that had been attacked, followed by an ambush and finally a hostage situation. This gave the participants a glimpse of what they should expect in the field while undertaking their duties, and prepared them for such a situation. 24 Participants all from Kenya took part in the training and were positive about its impact on their capability in the field.

Capt A Mbugua, HPSS

The Plight of Protecting Refugees and the Displaced Persons

**Protection of Refugees and IDPs
course participants in a syndicate discussion**

The practice of granting asylum to people fleeing persecution in foreign lands is one of the earliest hallmarks of civilization. References to it have been found in texts written 3,500 years ago, during the blossoming of the great early empires in the Middle East such as the Hittites, Babylonians, Assyrians and ancient Egyptians.

According to the United Nations High Commission of Refugees (UNHCR) however, in at least 50 countries around the world, an estimated 35 million people uprooted are now living in a state of flight from conflict and persecution, while many other millions have been displaced by national conflicts.

Refugees can generally be described as individuals who have crossed an international frontier and are at risk or are victims of persecution in their country of origin. Once such people have fled across an international boundary, thus making them refugees, they may face hardship, but normally their lives are no longer endangered by the violence and persecution that caused their flight.

By contrast, Internally Displaced People (IDPs) are classified as people who through natural disaster or conflict have had to flee their homes but have stayed within their state of origin. Unlike refugees, IDPs do not cross an international border. It is for this reason that IDPs are described as among the most vulnerable victims of conflict. Like refugees, they have fled fighting or human rights abuses, but unlike them, they have not crossed an international border. This means that the international community is not under the same legal obligation to protect them, help them return home or find somewhere new to live.

Due to the emphasis given to national sovereignty, it is also increasingly difficult to cross borders in search of protection from violence, as neighbouring states and other asylum countries close their borders in fear of large influxes of refugees.

Although it is primarily the responsibility of governments concerned to protect the civilian population, what often happens in times of conflict is that they are either unable or unwilling to do so.

Therefore, individual states, the UN regional organisations and humanitarian agencies, including Non-Governmental Organisations (NGOs), individually as well as collectively play an important role in protecting civilians, whether through political and legal action, military activities or humanitarian action. However, international efforts to protect civilians in conflict can often be insufficient, inconsistent or ineffective. It is for this reason that the protection of civilians in armed conflict is a subject of growing international concern to the international community.

The challenge is two-fold: to make both state and non-state armed groups alike, respect international law during such conflicts and to address the needs of civilians caught up in the conflict with appropriate assistance. The protection of civilians during armed conflict matters from the perspective of international humanitarian law, which provides that civilians shall enjoy general protection from the effects of armed conflict, protects civilians from being the object of attack and prohibits attacks that are indiscriminate. Therefore the protection of civilians in armed conflict contributes to the management and reduction of direct impact of conflict on affected populations. For example, it helps to ensure that armed groups are less inclined to target civilians, that they are less likely to use civilian populations to achieve their military objectives and also helps to ensure that civilians have access to humanitarian assistance.

The legal regime governing refugee law in Africa is comprised of three main legal instruments, namely the 1951 UN Geneva Convention and its 1967 Protocol, the 1969 OAU Convention Governing the Specific Aspects of the Refugee Problem in Africa and the African Charter on Human and Peoples Rights. It is noteworthy that most of the 54 states on the African continent have ratified these international agreements.

The OAU Convention in particular, which was adopted in 1969 and entered into force on 20 June 1974, was prepared in part to take into account the unique aspects of the refugee situation on the African Continent. As with most international and regional laws however, problems have been encountered in implementing the OAU Convention at the national level. With few exceptions, most countries have been reluctant to replace their domestic legislation governing immigration, aliens, national security and the like with the Convention. In many instances, this legislation is contrary to the protective regime provided for by the OAU convention. The lack of human resources needed to implement the regime is yet another serious obstacle to the implementation.

While the sheer displacement of civilians all over the world has become almost incomprehensible, the costs of violence, persecution and discrimination on individuals and communities are concrete. New refugees have entered a global humanitarian protection system already stretched to its limit by seemingly irresolvable conflicts and crises, and most therefore have little hope of returning home.

80% of Afghan children in Pakistan were out of school

As conflict and violence perpetuate, the social, economic and mental health costs mount for refugees and IDPs alike. In many countries, refugees do not have the right to work, IDPs also experience difficulties finding employment or transferring skills to a new setting. As of January 2015, two-thirds of Syrians in Jordan were living below the poverty line. With economic circumstances increasingly dire, families and individuals may resort to child labour or marriage or other coping mechanisms that can add to the trauma of displacement. Education is also disrupted as children experience difficulties accessing school. In 2015, UNHCR found that 80 percent of Afghan children in Pakistan were out of school. Such education gaps have long lasting effects that can take generations to overcome. In the case of South Sudan, conflict is pushing the numbers of refugees and internally displaced people even higher.

After clashes broke out in Juba in mid-December 2013, between competing factions within the Sudan People's Liberation Movement/Army (SPLM/A), the situation quickly degenerated into a full-scale armed conflict. The fighting spread to Jonglei, Unity and Upper Nile states, which have since become theatres of continuous violence and insecurity. As a direct consequence of the insecurity, some 1.1 million South Sudanese were internally displaced, including over 100,000 who have sought refuge in the compounds of the United Nations Mission in South Sudan (UNMISS). At the same time, the conflict forced over 413,000 South Sudanese refugees into exile in neighbouring Ethiopia, Kenya, Sudan and Uganda. The large majority of the refugees are women and children, including some 14,000 unaccompanied children.

Evolution of DDR: Changing Aspects and Practices

Protection of Refugees and IDPs course participants preparing a presentation after a syndicate discussion

The process of Disarming, Demobilizing and Reintegrating (DDR) ex-combatants at conflict's end is an old practice that has assumed a central place in the field of peace, security and development. DDR of ex-combatants is a complex process, with political, military, security, humanitarian and socio-economic dimensions. Its' objective is to deal with the post-conflict security problem that arises when ex-combatants are left without livelihoods or support networks, other than their former comrades, during the vital transition period from conflict to peace and development. Through a process of removing weapons from the hands of combatants, taking the combatants out of military structures and helping them to integrate socially and economically into society, DDR seeks to support male and female ex-combatants and men, boys, women and girls associated with armed forces and groups, so that they can become active participants in the peace process. In this regard, DDR lays the groundwork for safeguarding and sustaining the communities in which these individuals return, while building national capacity for long- term peace, security and development.

Seeking to understand DDR practices and conduct, twenty two (22) course participants made up of multidimensional components comprising of civilians, correction, military and police officers drawn from ten (10) countries namely; Burundi, Djibouti, Kenya, Malawi, Mali, Rwanda, Sudan, South Sudan, Tanzania and Uganda were trained at the International Peace Support Training Centre (IPSTC) from 2nd to 13th November 2015. Funded by the European Union (EU), the course aimed to enhance the participants' understanding of the principles and procedures involved in planning, implementing and supporting DDR programmes in PSO.

Over the last several decades, DDR practice has evolved, adapting to new contexts and demanding institutional change. Prior to the 1980s, the geo-political dimensions of the Cold War informed an approach to post-conflict security that focused on disarming and demobilizing military establishments and right-sizing armed forces. Bilateral partnerships provided for the development of programs for deconstructing and reforming military structures, as well as alternative employment projects and veteran pension schemes.

In the late 1980s, the UN alongside donors was increasingly drawn into a wider set of activities, particularly in Sub-Saharan Africa. The scope, scale and success rate of DDR programs during this first wave varied considerably. Introduced after civil wars

Despite diplomatic efforts to end the hostilities, sporadic and sustained incidents of violence across the country continue to produce civilian casualties and fuel mass displacement. The politico-military tensions persisted throughout 2014 and into 2015, preventing humanitarian access. Ongoing hostilities and reported increases of human rights violations also contribute to additional displacement.

The resulting insecurity is making conditions for interventions to protect and assist both IDPs and refugees extremely challenging for humanitarian workers. In conclusion, no conflict or crisis occurs in isolation. If one lesson can be drawn from the plight of refugees and internally displaced people, it is that in an ever more connected world, the effects of violence, poverty and persecution cannot be contained within national borders. The flows of refugees and IDPs are a symptom of the lack of capacity at the international and national levels to address these drivers.

While the challenge is daunting, the costs of inaction are equally high. The scars of displacement, trauma, and nearly 60 million lives left in limbo in 2015 will be with the world for generations to come. The pilot course on the Protection of Refugees and Internally Displaced Persons funded by the Government of Japan through the United Nations Development Programme (UNDP) was conducted at the Peace and Conflict Studies School (PCSS) for ten (10) training days from 30th November to 11th December 2015. There were twenty two (22) course participants from the Government of the Republic of South Sudan (GRSS) with gender representation of seven (7) female and fifteen (15) male made up of the military, police and civilian components. The course aimed to equip the participants with knowledge on Refugees' and IDPs' protection concerns to enable them to effectively intervene and address the plight of refugees and IDPs in conflict and post conflict situations.

Kandire Gonda
Training Intern, PCSS

A DDR course participant making a point in the plenary session

A DDR course participant contributing to a syndicate discussion

in El Salvador, Guatemala, Angola, Mozambique and South Africa, DDR interventions achieved some positive impact, particularly by preventing the recurrence of armed conflict. DDR processes were surprisingly orderly and carried out with military precision. Specifically, there was growing interest in promoting democratic oversight of military institutions.

In the early 1990s, UN agencies began to adopt a more development-oriented approach to DDR, but implementation strategies remained sequential and insufficiently context sensitive. Remarkably, in march the same year, the Security Council expanded the mandate of the peacekeeping operation known as United Nations Observer Group in Central America (ONUCA) to demobilize anti-Government elements in Nicaragua, among other tasks. During this time, DDR programmes were introduced into a broader spectrum of post-conflict environments and with more comprehensive objectives. New considerations included: the livelihoods of ex-combatants and their communities, child and female soldiers, women associated with armed groups, HIV/AIDS-affected combatants, and other vulnerable groups. The international community also began to emphasize the links between DDR and other thematic pillars of peace building, such as rule of law, security sector reform and economic recovery. On the contrary, DDR schemes in Cambodia, Haiti and the Philippines in the 1990s failed to collect sizeable numbers of weapons or demobilize fighting forces, much less stem a return to political violence in the short-term.

These experiences would later inform the United Nations Integrated Disarmament, Demobilization and Reintegration Standards (IDDRS), based on the lessons drawn from this first wave. With the UN's involvement in DDR since 1980's, there has been the inclusion of DDR in some of the UN mandates for multidimensional peacekeeping operations in countries like Burundi, Côte d'Ivoire, Democratic Republic of the Congo, Haiti, Liberia and Sudan. Simultaneously, the United Nations has increased its DDR engagement in non-peacekeeping contexts, such as Afghanistan, Central African Republic, Republic of Congo, Indonesia, Niger, Somalia, Solomon Islands and Uganda.

In the past two and a half decades, DDR has played a central role along with elections in the mandates of peacekeeping operations. But DDR practices just as peacekeeping operations themselves are changing and evolving. As highlighted in the Brahimi report of 2000 and other UN related documents, in crises, post conflict and peace support operations, multidimensional approaches are a requisite for successful transitions. It is important to note that DDR alone cannot resolve conflict, prevent violence, or enable development. It can, however, help establish a secure environment so that other elements of a recovery and peace building strategy can proceed.

In 2006, the United Nations Inter-Agency Working Group on DDR (IAWG-DDR) published the IDDRS standards in an effort to provide practitioners throughout the

United Nations system with a detailed set of guide- lines and procedures for undertaking DDR programmes. These guidelines cover a wide range of critical areas related to DDR programme planning, design and implementation, including the roles of various local, national and international actors and cross-cutting issues such as women and gender, children, youth, health and HIV/AIDS. The IDDRS offers valuable guidance in addressing the broader complex relationships between the political, military, security, humanitarian and socio-economic dimensions of the post-conflict environment. The new IDDRS Standards acknowledge the difficulty of transforming individuals who have been scarred by conflict, in some cases for years or even decades, into productive members of their societies. In order to ease the transition, the Standards call for measures to provide psycho-social counselling, job training, educational opportunities and mechanisms to promote reconciliation in the communities where they return. The UN is increasingly mandated to perform DDR or related programmes in environments where the preconditions outlined by the IDDRS are not met. Additional guidance on the linkages between DDR and other processes such as Security Sector Reform (SSR) and transitional justice were launched in 2009.

Currently, attention has increasingly been paid to the longer-term requirements for stability, based on a growing awareness of the link between successful disarmament and demobilization and genuine and lasting opportunities for ex-combatants to reintegrate

into their peacetime communities. Comprehensively well planned, adequately financed and appropriately designed DDR programmes create avenues for fragile countries to stabilize when disarmed, demobilised and reintegrated individuals transform from ex-combatants to productive citizens who can engage in state building. Hence DDR is requisite right from the point of negotiating a ceasefire agreement to the point of implementation. Even after a post ceasefire agreement, a democratic transition; transitional justice; security sector reform or the reinstatement of rule of law is required.

As the United Nations, the African Union and other regional organizations grapple with the new geographies of organized violence, similarly, new ways should be adopted to deal with the groups' war zones (and also outside of them) and find ways of disengaging Al Shabaab in Somalia, ISIS fighters in Syria and Iraq, Taliban remnants in Afghanistan and Pakistan, and Boko Haram militia in Nigeria. There are increasingly complex legal and operational challenges for those involved in DDR about when, how and whom to engage with which need to be addressed at any point when a decision is made to undertake the activity.

Catherine Cherotich
Directing Staff, IPSTC

Dialogue, Negotiation and Mediation in the Mission

For the first time in Africa or maybe even the world, I was privileged to be part of the group that was observing peace in Mozambique which was unique since it was a self-sponsored peace mission. The mission in Mozambique was funded by the Government of Mozambique which was also involved in the conflict and was to last for 135 days which expired in February 2015, then a further 60 days extension which ended on 16 May 2015. The mission was officially terminated on 1 June 2015 when both sides could not agree.

Mozambique is a country that has not really enjoyed stable peace. A civil war erupted throughout the country in 1977 two years after independence from Portugal, causing a lot of economic and social disruptions with thousands of casualties and displacement of people. Subsequently, the Government of Mozambique and the main opposition party, Mozambican National Resistance (RENAMO), signed a peace agreement in Rome, Italy in

1992 that brought the armed activities to an end. Some of the most critical components of the Rome Accord were the full integration of RENAMO rebels into the Mozambique Army.

However, the implementation proved to be difficult and a source of the resumption of armed activities by RENAMO in 2012 together with perceived mismanagement of the economy. Disarmament, Demobilization and Reintegration (DDR) is an integral part of stabilization in post conflict states. In crises situations, DDR is the pathway to transition and peace consolidation that is; post the ceasefire agreement and towards peace consolidation.

In order to avoid a full scale civil war and reversing the growing economy, the immediate former President of Mozambique Armando Emilio Guebuza and RENAMO leader Alfonso Macacho Dhlakama, with the assistance of civil society, engaged in a dialogue with a view to

end the hostilities. This culminated in the signing of a peace agreement between the two principles on the 5th Sept 2014. The new agreement provided for the deployment of International Military Experts to observe, monitor and guarantee the implementation of the Cessation of Military Hostilities (acronym EMOCHM). Its main task was to observe, monitor and guarantee the implementation of the cessation of military hostilities and facilitate the reintegration of RENAMO residual forces into the Mozambique Military and Police.

EMOCHM was composed of 23 international observers from nine (9) countries - US 2, UK 2, Italy 3, Portugal 2, South Africa 3, Botswana 3, Zimbabwe 3, Kenya 3, Cape Verde 2 and seventy (70) national observers from the Government: 35 (Military and Police) and RENAMO 35. However, the two US observers never arrived, and no explanation was given. The European countries withdrew their officers after the first 135 days, leaving only the African observers for the second phase of EMOCHM: Could this be the meaning of African solutions to African problems? EMOCHM's presence provided reassurance and hope to the population.

The 2014 Peace Agreement opened a window for negotiations to address the underlying issues to the conflict. Five prominent Mozambicans under the chairmanship of Professor Lourenco do Rosario mediated between the Government and Renamo delegations to the Dialogue. However Renamo demanded a 50 -50 share of senior rank posts amongst many other demands as pre conditions for submitting the list of the residual forces to be reintegrated. These demands proved difficult for the Government to accept and hence a source of push and pull in the political dialogue process.

The main challenge to the international observers was the continuous drama of accusations and counter accusations by both sets of observers: those from the Government and those from Renamo when writing reports or debriefs on cases of violation of cessation of hostilities. Other challenges included no recourse to external authority such as UN/AU/EU/SADC. The fact that it was funded by one of the parties involved in

conflict (the Government) made it difficult for external actors to have any meaningful influence on the process. The peace process was hampered by a number of other factors: lack of public understanding of the mission, lack of defined length of the mandate and goals for the mission extension, absence of civil society in the negotiation process, lack of international representation in the peace mediation, and lack of external support for the reintegration of Renamo residual forces.

The majority of the Mozambican population were anxious and uncertain of what may happen if the September 2014 Peace Agreement collapses. Mozambicans recognized EMOCHM as their source of security and comfort since it was the only physical mechanism at the grass roots. The collapse of the peace agreement will likely lead to: resumption of military hostilities, withdrawal of foreign investors in the fledgling mining industry, slow current economic growth and high inflation.

There is need for the African Union (AU) or the Southern African Development Community (SADC) to demand for progress to avoid escalation of violence in Mozambique after the withdrawal of the observers and collapse of the political dialogue process. While this was a unique mission, it also had its peculiarities including observers drawn from RENAMO, some of whom had initially been demobilized and reintegrated after the 1992 peace deal. It was a mission in which those who participated were not necessarily persons who had participated in Peacekeeping missions. This therefore meant that those who had experience in peacekeeping were required to assist in developing a training programme to enable the team members to have the basics of peacekeeping especially the aspect of impartiality which was very important during patrols and Key Leaders Engagements (KLE) in our Areas of Responsibility (AOR). The training proved worthwhile in improving cohesion in the team since both Government and Renamo personnel bore mistrust,   given the fact that they were still receiving orders from their superiors.

Lt Col Elizabeth Omollo
Curriculum Design, IPSTC

A group photo of Military Observers in Mozambique

Securitization: Reflecting on State Society and Local Ownership in Security Sector Reform

What is security and/or insecurity? Who defines its presence and lack thereof? Under what circumstances does reform of security arise?

The Copenhagen School of security studies demystifies the traditional notion of the state as a referent object of security within realism and neo-realism. It underscores the nexus between state security and societal security (Waever :1995). Whereas the former is concerned with survival, the latter addresses issues of culture and identity within existing socio-economic legislation in modern security analysis notwithstanding underlying critiques such as those by Matthias Albert that identity it as not a fact of society but a process within the society influenced by relations and perceptions across the board (Buzan and Waever,1997).

The Copenhagen school analyses security from multi-sectoral aspects of military, political, societal, economical and the environment which goes beyond the limits of national security in what Ole Waever metaphorically observes as the logic of war. A logic of challenge, resistance (defense) escalation, recognition/ defeat that could be repeated and expanded to other sectors as derived from the most classical case; 'war' (Ibid). Securitization approach thus ensures the inclusion of non-traditional security issues within existing framework of security and delimits it from monopolization of state machinery through a 'speech act' or specific rhetoric structure.

This progress bridges the hiatus between the state-centric approach and that of human security which echoes the notion that in so far as states are important, the frontiers of human dignity are equally significant and should not be overlooked (Venkatachaian, 1997:21). In this regard, security is an outcome of a definite social process or excessive version of politicization not an objective condition; therefore explaining how an issue is constructed to national security terms, by the political and military groups in accordance with their interests and priorities. Such conceptualization expounds the arbitrary manner in which issues are termed as 'existential threats' hence accorded inviolable appearance (Buzan et. Al, 1997: 23).

Through 'speech acts', issues are raised from normal social sphere, to existential threats, followed by an emergency or extraordinary actions that exceed the normal spectrum of political processes, and finally articulated by a particular set of historical discourses and practice which rest upon institutionally shared

considerations among professional agents (Krause, et. Al, 1999: 243). According to Waever, an utterance of security by a state representative moves an issue from a common sphere to a specific area where a claim of special rights by whatever means can be used to counter it. Securitization framework therefore creates an avenue for analysis and transmutes an act of securitization from the ambit of politics to discursive legitimation hence complexities in security reform.

Looking at security in Africa, governments have come under sharp criticism by their citizenry for being lousy in handling and addressing security issues. This results from existential threats including the rise of insurgency, increased crimes, youth bulge, unemployment and violent extremism which are indicators of insecurity in most African countries. Additionally there are problems posed by proliferation of illicit small arms and light weapons in weak democracies resulting to instability and civil strife in countries like South Sudan, Somalia, Central Africa Republic, Burundi and Libya, which face these challenges in greater magnitude. Other democracies including Kenya, Nigeria, and South Africa despite enjoying stability face similar challenges albeit at lower levels.

Progressively this has called for an interrogation of security, which then focuses on the one hand at state/ society relations and the need for local ownership of the security sector and on the other, more so during reform. Arguably and evidenced by practice, most societies still perceive security as a preserve of the ruling elite, state security forces, private business and society. As a whole, such perception amounts to monopolization of force which often is challenged by groups excluded in the societal, economic, political and environmental aspects guaranteeing security to humanity. As such, efforts aimed at enhancing   efficacy of security institutions, effectiveness in operations and conduct of reforms is often met by hurdles hindering   local ownership at policy, operational and even tactical levels. How then can this be addressed?

The complex security situation today warrants a comprehensive understanding of state security relations from a citizen centered approach and the unpacking of local ownership which is often romanticized not only in international /regional mission spaces but also at national initiatives.

The recently concluded SSR course at the IPSTC provided a platform to provoke discussions on this

Lt Col Opiyo Chief Instructor PCSS presenting a certificate to a SSR course participant

subject. The underlying concern being who drives the SSR agenda in post conflict countries; Is it informed by contextual realities of a society or perception of an existing need by external actors? How can a balance of the two be attained? Are SSR priorities emanating from the centralized bureaucracies at the UN, AU or national governments which often is top down and pegged on pre-determined principles or does it emanate from local citizenry based on Philips Garby's (2012) everyday notion and Aradua's (2001 de-securitization approach? Why do some states progress in providing security in its various facets while others stray resulting to insecurity? In the sphere of state society relations and local ownership, what is the place of dialogue?

Evidently, local ownership in security is hinged on understanding societies' role in legitimate, participatory and democratic state society relations. Legitimacy stems

from a state that uses its powers and resources to protect and advance the interest of all people and groups. This society is involved in decision making and continuous dialogue on what affects their lives and how it can be addressed, by whom and the extent to which each segment can contribute. For most fragile countries like Somalia, such theoretical reasoning is ideal but ironically is what can guarantee a semblance of security for the Somalis. For such a country, where state society relations are fragmented, local ownership of SSR agenda remains elusive. In such instances it is almost impossible to define what SSR constitutes when the security situation and capacity of security personnel, amid the presence of peacekeeping, is ever unpredictable.

Paradoxically, even in the most developed countries such as the United States and the United Kingdom, a major debate centres on how to foster state-society relations and local ownership to objectively address security i.e. terrorism related activities and countering the culture of gun violence without state monopolization of the process.

Conclusively, reforming the security sector dictates the need to understand how issues have been securitized and de-securitized by the society in fostering reforms in the sector.

Ruth Bolline
Directing Staff, PCSS

Enhancing African Capabilities to Undertake Peace Support Operations

Conflicts in Africa result in loss of life, weakened social structures and fragile economies. This provides an impetus for stronger African initiatives in conflict management through participation in United Nations/African Union peacekeeping operations, among others, and increased African-led peace support operations (PSOs).

The development of indigenous African Peace Support Operations (PSO) capacity is recognized as a priority for preventing and resolving conflicts in Africa.

Enhancing African peace and security should be seen within a broader context of promoting African development. Support for the development of African

PSO capacity needs to be comprehensive, ranging from preventive action to peace enforcement and embracing the breadth of the African peace and security architecture, where African solutions are sought for African problems.

While the UN has been the more visible actor in international peacekeeping, African contributions to UN peacekeeping have been significant over the past 20 years.

Moreover, the uptick in African-led PSOs over the last 10 years is noteworthy. Following the end of the Cold War, regional and sub-regional organizations increased their involvement in peacekeeping operations on the African continent.

Developing African PSO capacity: the rationale for 'African solutions to African problems'

The emphasis on enhancing African peace and security capacity stems from a number of sources:

- Increasing determination by Africans to develop their own peace and security capacity;
- Continuing demand for PSOs in Africa;
- An understanding that African responses to African crises may be more acceptable/ appropriate than external responses;
- Bad operational experiences for non-African states in African PSOs.

In light of the aforementioned, an Exercise Planning Process Course (EPPC), organized and administered by the International Peace Support Training Centre in conjunction with the Directorate-Military Training and Cooperation (DMTC) Canada, was conducted at the Humanitarian Peace Support School (HPSS), in Embakasi-Nairobi, from 2 to 13 November 2015.

The aim of the training was to provide the participants with an understanding of the Exercise Planning Cycle, the fundamentals and tenets of the process with a view to empowering the participants to lead and/or be an active and contributing member of an exercise planning team.

Overall, the objectives of the training revolved around imparting the necessary Knowledge, Skills and Attitude to the participants which would enable them to plan for exercises that could:

- Test and evaluate the capacity and procedures for the engagement of the African Standby Forces in multidimensional Peace Support Operations;
- Practice the establishment of a Multinational Brigade Headquarters for an ASF deployment including an integrated mission;
- Increase awareness of the ASF capabilities, procedures and requirements with the senior personnel of the various standby forces and member states;
- Serve as a capacity building tool for the development of the African Standby Forces under all the six AU PSO Scenarios.

EPPC Course participants listening to a presentation

All the course modules were delivered within a spell of ten (10) working days where the 30 participants were drawn from 16 different African Countries as follows: Kenya (6), Benin (1), Botswana (2), Cote d'Ivoire (1), Djibouti (2), Ghana (1), Jordan (2), Malawi (2), Mali (2), Morocco (2), Namibia (1), Senegal (1), South Africa (2), Tanzania (2), Uganda (2) and Zambia (1). There were twenty seven (27) male and three (3) female participants where all were from the military component other than one civilian participant.

The course was considered relevant and timely, coming at an opportune moment when most of the African

Standby Forces (ASFs) were gaining ground and moving towards Full Operational Capability (FOC) by the end of 2015. The training therefore underscored the African Union's desire to reinforce interoperability and coordination between the continental and regional levels and to employ the African Standby Force (ASF) for African Union mandated Peace Support Operations.

Maj D Y Kilimo
Coordinator/Facilitator EPPC Course

A Peacekeeping Scorecard: The Role of the United Nations Staff Officers

Since the early 1990s, the United Nations has often been judged in the media and in policymaking circles and its record card found wanting in effectiveness. The accusations range from failure to prevent the genocide in Rwanda in 1994, its inept performance in bringing about peace and security in the Democratic Republic of Congo, to allegations of human rights abuses by its peacekeepers. Despite the limitations and problems associated with its peace operations, the UN ultimately deserves credit for what it has accomplished in sometimes adverse circumstances and inhospitable terrain. The performance of the UN is, among other things, a reflection of the kind of peacekeepers deployed to

implement its mandate. The staff officers being part of the military component of a peacekeeping operation have distinct roles and responsibilities aimed towards the accomplishment of the assigned specified and implied tasks. They therefore eventually play a key role in the attainment of the peacekeeping objectives.

In order to achieve the peacekeeping operational aims, the UN Military staff officers must be able to communicate jointly and work cooperatively in a multinational & multidimensional environment in order to provide that critical link connecting the Military Component with the UN Mission Headquarters, the UN Police Component and

the UN Civilian Component. For purposes of optimizing the span of control and promoting coordinated efforts, staff are grouped into functional units with clearly defined tasks. The units are; G1(Personnel & Administration), G2(Military Information), G3(Operations), G4(Logistics), G5(Plans), G6(Communications) G7(Training), G8(Public Information and G9(UN Civil-Military Coordination or CIMIC).

Their key roles may be summarized as: planning military operations, Monitoring & Implementing/managing ongoing military operations, performing continuous assessment of the operational environment, Providing pertinent information and analysis to the Force Commander for decision making, and most importantly providing necessary support to subordinate units (Sectors) and other mission components through continuous liaison and coordination.

The UN has, for the last 70 years (it celebrated its 70th birthday in 2015) of its existence, tried to build up an impressive record of peacekeeping achievements that were even internationally recognized through an award of the coveted **Nobel Peace Prize.** To measure these achievements, we need to understand the elements of success. Intimately embedded in most peacekeeping operations' mandates are the tasks of ensuring a safe and secure environment and protection of civilians. These two form the basis for success or failure of a UN mission. The Brahimi Report of 2000 also identified UN ability or lack thereof to "confront the lingering forces of war and violence" as a recipe for the outcomes of peacekeeping operations.Undeniably, the UN has been influential in bringing peace in some war torn regions, notably Sierra Leone, Burundi, Cote d'Ivoire, Liberia, Haiti, East Timor and Kosovo. The success stories in these missions were pegged on UN's ability to provide basic security guarantees and response to crises that

eventually translated to political transitions and building of state institutions. Coordinating crisis response efforts and security operations are the duties of the staff officer at Force Headquarters.

While some peacekeeping missions have performed adequately, some have failed - sometimes very dramatically. The inability or unwillingness of the international community to respond in Rwanda and Srebrenica (where Dutch peacekeepers watched on powerlessly as thousands of men were murdered) revealed the limits of UN operations. Then there was the failure of UN peacekeepers to contain the violent attacks in the Congo in the 1960s and Somalia in the 1990s. The Rwandan case in 1994 perhaps best illustrates how the mandate and rules of engagement limited the peacekeepers actions to witnesses, therefore costing as many lives as they should protect by offering an illusion of security. The Staff officers are responsible for providing analyzed information to the force commander for decision making. Some situations may be averted through quick decision-making processes informed by adequate intelligence.

To its fans and critics alike, the UN has presented a story that is both encouraging and challenging. The UN community has taken many important steps to improve capacity and performance, but peace operations face enduring and daunting challenges if they are to meet the expectations and requirements of a constantly changing international security environment. Peace operations will not substitute for smart diplomacy and efforts to deter or prevent conflict, but well-prepared, professionally staffed operations can increase the success rate of efforts to deal with such conflicts and threats to international peace.

MAJOR B EYANAE, HPSS

A group photo of United Nations Staff Officers course participants

United Nations Staff Officers course participants getting to know each other during a break

Towards Global Peace and Stability

United Nations Peacekeeping helps countries torn by conflict create the conditions for lasting peace. UN peacekeeping is comprised of civilian, police and military personnel. As of 31st October 2015, UN peacekeeping workforce in the field consisted of, among others, 89,879 serving troops and 1,819 military observers contributed from around 124 UN Member States.

In addition to maintaining peace and security, peacekeepers are increasingly charged with assisting in political processes; reforming judicial systems; training law enforcement and police forces; disarming and reintegrating former combatants; supporting the return of internally displaced persons and refugees.

United Nations military personnel are the Blue Helmets on the ground. All military personnel working under the Blue Helmet are first and foremost members of their own national armies and are then seconded to work with the UN for periods normally of up to one year in the field, or two years in the UN headquarters. They are contributed by national armies from across the globe. They come from nations large and small, rich and poor. They bring different cultures and experience to the job, but they are united in their determination to foster peace. UN military personnel can be called upon to:

- Monitor a disputed border;
- Monitor and observe peace processes in post-conflict areas;
- Provide security across a conflict zone;
- Protect civilians;
- Assist in-country military personnel with training and support;
- Assist ex-combatants in implementing the peace agreements they may have signed.

Every day, UN military personnel are on patrol, providing vital security and stability in field missions around the world. They work alongside UN Police and civilian colleagues to protect personnel and property; maintain close cooperation with other military entities in the mission area; and work to promote stability and security. They also work with the local community and the local military personnel to bring about greater mutual understanding and work together towards a lasting peace. The UN has been deploying military personnel for service in peace operations since 1948 when the Security Council authorized the deployment of UN military observers under UN Truce Supervision Organisation (UNTSO) to the Middle East to monitor the Armistice Agreement between Israel and its Arab neighbours.

There are currently 16 peacekeeping operations and one special political mission - the United Nations Assistance Mission in Afghanistan (UNAMA) – led by the Department of Peacekeeping Operations. The United Nations Office of Military Affairs seeks highly qualified military officers from UN Member States for service in peace missions around the world, either as individual Staff Officers, as Military Observers, Military Advisors, and Liaison Officers or as part of a formed unit from an individual Troop Contributing Country (TCC). Today more than ever, in addition to Military Observers, Liaison Officers and Military Advisers are also involved in Peace Support Operations. These three functions are all summarized under the term 'UN Military Experts on Mission' (UNMEOM). The term encompasses those traditional UN Roles of UN Military Observer (UNMO), UN Military Liaison Officer (UNMLO) and UN Military Adviser (UNMILAD).

UN Military Experts on Mission (UNMEOM) are unarmed, must be strictly impartial and serve in international teams in the field. They are without exception especially trained officers in the uniforms of the states that have sent them. UN staff officers on the other hand serve as military specialists at headquarters of international military staffs or in integrated civilian, military or police structures and are also unarmed.

Examples of older UN missions with classical military observer mandate include United Nations Truce Supervision Organization (UNTSO), United Nations Military Observer Group in India and Pakistan (UNMOGIP) and United Nations Mission for the Referendum in Western

UN Military Experts on mission course participants practising navigation skills

Sahara (MINURSO). A classical military observer mandate involves mainly monitoring an armistice, implementing peace agreements, negotiating between the parties involved and preventing a dangerous escalation of conflicts. Military observers patrol, observe, talk to protagonists on both sides of the cease-fire line and report to UN headquarters in New York. They act as the 'eyes and ears' of the UN Security Council in New York.

As conflicts grow increasingly complex, the mandates of the various UN missions are also becoming more and more extensive and complex. The UN no longer merely monitors an armistice, but cooperates with civilian relief organisations to rebuild national structures and promote democracy. For these tasks, not only Military Observers are required but also other military personnel as well such as Liaison Officers and Military Advisers. Examples of missions with Military Advisors and Liaison Officers include United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO), United Nations Mission in the Republic of South Sudan (UNMISS) and United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA).

Modern peacekeeping operations are often very complex, and place high demands on the personnel deployed. Current UN peacekeeping missions, especially those mandated to address multidimensional challenges in a deteriorating or fragile security environment, present complicated and often dangerous working environments for UN Military Experts on Mission. Where there are insufficient UN or multinational security forces to establish a safe and secure environment for the execution of the traditional roles of a Military Expert on Mission (observation, monitoring, investigation, verification, liaison and other tasks), these personnel are often reassigned to other roles within the mission that do not require exposure to the insecure environment. Such situations will normally result in critical gaps in the mission capability to gather information and liaise with actors on the ground. High levels of training are therefore required before deployment, and the UN works closely with Troop Contributing Countries (TCCs) and Regional Centres of Excellence to provide the best help and advice possible.

As the Eastern Africa Regional Centre of Excellence, the International Peace Support Training Centre (IPSTC) continually strives to provide future peacekeepers with the necessary skills and knowledge to enable them to effectively perform their roles in Peace Support Operations. As an institution, it is dedicated to 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. IPSTC was therefore honoured to offer pre-deployment training to potential UN Military Experts on Mission as this is a step towards that end.

A UN Military Expert on Mission (UNMEOM) course was conducted at the Humanitarian Peace Support School (HPSS) Embakasi, Nairobi, Kenya from 9th to 27th

> As an institution, it is dedicated to enhancing operational capacity for peacekeeping ...

November, 2015. HPSS was privileged to be the venue of choice for this course. The course was funded by the Australian Government through the Australian Defence Force Peace Operations Training Centre (ADF-POTC) in partnership with the International Peace Support Training Centre (IPSTC). The course was officially opened on 9th November, 2015 by the Australian High Commissioner to Kenya, His Excellency John Feakes. Also present were the Australian Defence Attaché to the African Union Colonel Wesley Volant, Deputy Commandant HPSS Lt. Col. Edwin Mboya, Course Director Maj Damian Eaton (ADF-POTC), Course Coordinator Maj Daniel Sitin (HPSS) and a team of experienced peacekeeping instructors from Australia, Canada, Malaysia and Finland.

The course comprised of twenty two (22) participants from six (6) member countries of the Eastern Africa Standby Force (EASF) namely: Burundi (3), Comoros (1), Kenya (7), Rwanda (3), Sudan (4) and Uganda (4). The aim of the UNMEOM course was to prepare selected military personnel from the EASF member states for service as Military Experts on Mission on UN or other multi-national peace operations in accordance with UN DPKO requirements. The course enables students to understand and practice the duties and responsibilities of a UN Military Expert on Mission including practical skills required for field missions.

In his remarks during the course opening ceremony, HPSS Deputy Commandant Lt Col Mboya (representing the Director IPSTC) expressed the Centre's gratitude and appreciation to His Excellency John Feakes and to the Australian Government for partnering with IPSTC in sponsoring the course. He also thanked the ADF-POTC for believing and in ensuring that the course ran at IPSTC.

In his keynote address, His Excellency John Feakes stated that Australia was proud to sponsor and support the UNMEOM course since it continued the enduring relationship with the IPSTC and built international peacekeeping capacity. He further stated that UNMEOM was the fourth UN course that Australia had conducted on African soil but the first since formal signing of a Memorandum of Cooperation with the Government of the Republic of Kenya in December of 2013. He congratulated the participants for being selected for the course and encouraged them to engage one another in discussions and debates and in the process add value to their knowledge of peace support operations. He also advised them to tap from the wealth of experience of their facilitators and instructors.

UN Military Experts on Mission: Course team leader briefing his team

The training was done through a combination of theory and scenario-based practical training, based on the preparation for and deployment to the fictitious United Nations Assistance Mission in Carana (UNAC). The theory training was undertaken in a Classroom/Syndicate environment whereas the Scenario-based practical training was conducted in the Amani Peace Support Operations Training Complex (Amani PSO Village) and its surrounding areas. The Amani PSO village complete with (among other facilities) a Military Observers team site, African village, mid and upper class suburbs, village market and pubs, Amani Primary School, Amani Clinic, Amani IDP camp, and Chief's camp provided the ideal training environment. The training included a combination of methods, ranging from knowledge-based areas (e.g. United Nations System) to skills-oriented activities (e.g. Observation, Patrolling, Navigation, First Aid, Vehicles and Equipment recognition, Mediation, Negotiation and the use of Language Assistants), followed by questions, guided readings, observations, online research, small group work, presentations, plenary discussions, case studies, role plays and simulations. As a professional and personal requirement for successful work in any peacekeeping operation, instruction was based on UN requirements of the Core Pre-Deployment Training Material (CPTM) and the Specialized Training Material (STM) for Military Experts on Mission.

During the second week of the training, the course had a comprehensive practical exercise on 20th November 2015 that coincided with a VIP day. The intent of the VIP day was to showcase the practical training component of the course to key IPSTC and EASF staff and also the Defence Attaches of countries represented in the course. The Australian High Commissioner His Excellency John Feakes was among the dignitaries who paid a visit to the course on the VIP day. The VIPs were taken through a presentation by the Course Director Major Damian Eaton (ADF-POTC) and they later visited the course participants in their 'team sites'. In one of the team sites, the participants made an impromptu update brief to His Excellency John Feakes. This added to the training as it simulated an impromptu visit from the Special Representative of the Secretary General (SRSG). Similarly, in one of the team sites, HPSS Commandant Colonel Gitonga's visit simulated an impromptu visit by the Force Commander.

The course officially came to a close on 27th November 2015 and the closing ceremony was graced by the Australian Defence Attaché to the African Union Colonel Wesley Volant. The UNMEOM course addresses crosscutting issues which all peacekeeping personnel particularly those deployed as UN Military Observers, UN Military Advisors, and UN Liaison Officers must know so as to effectively implement their mandate. True to its motto 'Towards Global Peace and Stability' IPSTC as an institution continues to make its contribution to global peace through training and research. To that end, it looks forward to running more series of the UNMEOM course and HPSS remains hopeful that it will be the venue of choice once again.

Maj Daniel Sitin
Instructor Pre-deployment Training,HPSS

Poetic Corner

Turning the Drums of War in Burundi

Like Rwanda next door, the Burundian soil hold many secrets

Secrets of the dead and maimed buried or thrown along river Ruvuvu and Akagera

Of leaders and ordinary men and women fallen by the bullet and machete across time and space

Of skeletons and hatchets buried but not forgotten

Of demons and spirits of death laid upon the hills, along river valleys and forests unappeased

Justice, accountability and reconciliation a mirage

Politics of honour, integrity, sacrifice and service to mankind a dream

Nyerere and Mandela's iconic spirits in Arusha thrown to the winds

To be scattered across rivers, valleys, forests, hills and Lake Tanganyika

Perhaps to inspire a new generation of peace makers

Secrets of soldiers rallying to the political call of their ethnic groups
Forgetting their professional call of duty

Chopping off the heads and limbs of their fellow countrymen like grass along the hills

Of militias descending on the innocent civilians by night

Wielding the bayonet and machete

To deprive them of their freedom and dignity

To separate brothers and sisters in the darkness of terror

In the service of the wayward politician
For 20 pieces of silver

Of journalists and musicians spreading hate speech

Coalescing their national interests in narrow ethnic cocoons

Dining with politicians to serve narrow sectarian interests

Of priests preaching the gospel of hatred and identity

Calling on the gods to curse their enemy to burn in everlasting fire

Of neighbouring countries who fear to put off the fire next door

Lest it sheds light in their backyards

Fearing to beat the drums of their neighbour's ills
Lest it echoes right under their feet

But a new dawn is coming

A day when brothers shall rejoice in one identity

A day when wayward politicians will be cast away like chips of wood

A day when a new generation will be born

A generation that knows no ethnic barriers

One that derive pride in Burundian nationality

And yearns to be champions of peace in Eastern Africa

A day when the soldier and policeman will serve all Burundians

A day when politicians and men in uniform will be distinct

A time when all will find protection in the law

A day when words of Nyerere and Mandela in Arusha will be a national hymn

A day when their portraits will be well preserved in national archives

To remind future generations about the perils of war

To light the path of peace

Upon which all shades of Burundians shall find solace

The Burundian shamans and Bashingatahe will curse the demons of war

And the legendary Burundian traditional drummers

Will dance to a new dawn

A dawn of peace

Joseph Kioi Mbugua
Researcher, IPSTC

IPSTC First Quarter Course Calendar 2016

PEACE & CONFLICT STUDIES SCHOOL

S/N	EVENT	DESCRIPTION	TARGET AUDIENCE
1	**Protection of Civilians (POC)** 25 January - 05 February 2016	12 days course funded by Denmark	Multi-dimensional Staff to be deployed to mission.
2	Gender in PSO 08 – 12 February 2016	5 days course funded by AFRICOM	Military, police and civilian officers to be deployed as planning officers, training officers, operations officers, CIMIC officers and legal officers in mission environment.
3	**Regional Senior Mission Leader Course (RSML)** 15 -26 February 2016	12 days course funded by UK-BPST	Comprises of participants who should be assigned to, or possibly assigned to operational positions for a peace operation mission (AU or UN).
4	**Election Monitoring and Management (EMM)** 29 February – 11 March 2016	12 days course funded by Denmark	Comprises of participants who should be assigned to, or possibly assigned to operational positions for a peace operation mission (AU or UN).

HUMANITARIAN PEACE SUPPORT SCHOOL

S/N	EVENT	DESCRIPTION	TARGET AUDIENCE
5	**Personnel Safety and Security in the Field (PSSF)** 11-15 January 2016	5 days course funded by REDR(UK	RED R UK.
6	**UN Staff Officers Course** 18 January – 05 February 2016	19 days course funded by AFRICOM/ ACOTA	Selected officers who may be serving in a Brigade level headquarters within EASF or AU/UN Missions.
7	**Hostile Environment Assistance Training (HEAT)** 26 – 29 January 2016 14 – 18 February 2016	4 days course funded by World Vision	World Vision Staff working in various parts of the world.
8	**UN Staff Officers Course** 08 – 26 February 2016	19 days course funded by DMTC	Selected officers who may be serving in a Brigade level headquarters within EASF or AU/UN Missions.
9	**Pre-Deployment HQ Training** 15 –26 February 2016	12 days course funded by KMOD	Selected members of Kenya Defence Forces to serve in UN/ AU Mission.
10	**AMISOM Force HQ (AMISOM HQ)** 01 February- 04 March 2016	33 days course funded by AFRICOM/ ACOTA	Selected individuals who are serving or will be serving as staff officers at the mission HQ in AU/UN multinational force.
11	**Security Management (SM)** 29 February - 04 March 2016	5 days course funded by REDR(UK)	RED R staff.
12	**AMISOM Logistics Course** 14 -19 March 2016	12 days course funded by UK-BPST	Selected individuals who will be logistic officers serving or will be deployed in mission headquarters
13	**Gender in PSO** 14 – 18 March 2016	5 days course funded by AFRICOM	Military, police and civilian officers to be deployed as planning officers, training officers, operations officers, CIMIC officers and legal officers in mission environment.
14	**Disaster Management** 01-05 February 2016	5 days course funded by AFRICOM/ ACOTA	Selected national disaster managers, district/county-level disaster managers, national civilian leaders, police, and representatives from national disaster operations centres, National Red Cross Society, military and youth services

PEACE AND SECURITY RESEARCH DEPARTMENT

S/N	EVENT	DESCRIPTION	TARGET AUDIENCE
15	**2016 IPSTC Research Agenda Workshop** 12 February 2016	1 day event funded by UNDP/JAPAN	IPSTC Staff, Regional research institutions, Universities and peace and Security Practitioners.

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