

A Quarterly Newsletter of International Peace Support Training Centre, Nairobi, Kenya

On the road to Full Operational Capability

The Exercise AMANI EASTERN AFRICA 2011 (CPX 2011) was conducted in Khartoum, Republic of Sudan from 15 November – 4 December 2011. CPX 2011 was a culminating training event in a series of regional training activities designed to assess the East African Standby Force (EASF) structures in their ability to plan and execute an African Union (AU) mandated EASF multidimensional Peace Support Operation. CPX 2011 is aligned with, and was conducted within, the framework of the African Standby Force (ASF) training cycle. The Command Post Exercise was a successful training event that identified key areas for further development, confirmed best practices and provided an opportunity to measure the development of EASF as it continues forward toward Full Operational Capability (FOC) in 2015.



Exercise AMANI EASTERN AFRICA 2011 (CPX 2011) was an integrated and multidimensional CPX, which re-evaluated, reaffirmed and built upon the

EASF Initial Operating Capability attained in 2009 while assessing contemporary developments that have been made towards the

attainment of FOC. CPX 2011 was conducted 27 – 30 November 2011 at the Sudanese Armed Forces

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Exercise AMANI Eastern Africa evaluation team.

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Director's Remarks

As we begin 2012, I think it is important that we take a moment to reflect on our achievements while looking towards the future.

The International Peace Support Training Centre (IPSTC) continues to evolve as a Regional Centre of Excellence in supporting peace operations. The Centre has made significant strides in 2011. Being designated as a Centre of Excellence is not simply a laurel that can be rested on – we must continually strive to maintain the standard demanded of us.

One of the most significant achievements was the signing of the Memorandum of Cooperation with the Governments of Kenya, UK, USA, Canada, Japan, Germany and UNDP. This event marked a significant milestone in our history that saw IPSTC become an autonomous institution capable of charting its own path into the future. This, coupled with a renewed commitment of our partners, has strengthened the Centre's

core foundation and set the condition's for future success. IPSTC can pride itself on completing 79 courses in 2011, with a throughput of 2,324 participants as we support the attainment of East African Standby Force (EASF) in achieving Full Operational Capability in 2015.

Guided by our new Strategic Plan 2012-2015, 2012 will prove to be another busy and important year, as we continue to rise to the challenges to meet and surpass expectations for which IPSTC has become known for. The next phase of construction at the AMANI Peace Village has commenced, which in concert with our soon-to-be delivered JANUS simulation training system will further set IPSTC apart from other training institutions on the continent.

Initiatives such as IPSTC's ability to export training in support of regional or continental needs is in tandem with our ambitious proposal to develop a co-sponsored Master of Arts programme. These initiatives will solidify IPSTC

on the international stage. The Centre continues to identify regional training needs, and to design and develop training programmes to meet these needs. This is evidenced in the new curriculum being developed in support of: South Sudan; exercise design; development and delivery; and disaster management and search and rescue.

I continue to look on my appointment as Director IPSTC as a privilege to be part of such a professional team. To be part of an institution such as IPSTC is a good challenge, for which there can be no greater challenge – contributing to peace and security in East Africa. I thank the IPSTC team for their efforts and look forward to continuing to set the standard at East Africa's only Centre of Excellence.



BRIG R.K. KIBOCHI
Director IPSTC

On the the road to Full Operational Capability

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Joint Staff College in Khartoum, Republic of Sudan based on events in a hypothetical failed state of CARANA. The Command Post Exercise was modeled on an integrated and multidimensional EASF peace support operation, under the auspices of the AU that is focused on achieving political strategic objectives. It is designed to validate gains, as well as expose shortfalls, in the development of the EASF.

The Exercise was sub-divided into three phases. The first phase was the Pre-CPX Training conducted between 15 – 21 November 2011. This phase consisted of a series of lectures designed to create a common baseline of knowledge among all exercise participants, DISTAFF and support staff.

The second phase Pre-CPX ran between 22 – 24 November 2011. This phase resembled the CPX, in that, it set the foundation for the follow-on training event, but was to be conducted in "slower time" than the actual conduct

of the CPX, and with greater involvement of the mentors.

The third phase ran between CPX 2011 between 27 – 30 Nov 2011. The phase was a continuation of Phase 2, in so far as the scenario continued, and the staff effort and products from phase 2 were used as a start-state. In addition, the role of the mentors was deliberately reduced in accordance with the Exercise Director's direction.

The main objectives of the training course was to go through the EASF structures, particularly the Mission HQ, in integrated mission planning, command and control, and the execution of complex peace support operations.

In addition, the course was geared towards developing and reviewing EASF Concepts of Operations (CONOPS) and Standard Operating Procedures (SOPs) in a bid to improve operations between components. It was also geared at enhancing EASF awareness within the region, and maintaining and enhancing regional cohesion and cooperation.

At the request of EASFCOM, IPSTC played an important role in conducting the overall exercise, specifically in relation to the evaluation of CPX 2011. Initially, IPSTC was requested to provide the foundation training for the evaluation team and to assist with the development of the Evaluation Guide and related evaluation tools. This task eventually morphed into providing a coordination and mentoring function during the exercise. Some IPSTC staff members played key roles with Major Kevin Barker providing the coordination function and Brigadier Robert Kibochi mentoring and providing guidance to the Chief Evaluator. The Centre developed a detailed draft Evaluation Guide/Manual. When synchronised and harmonised with the African Union Evaluation Policy, the manual will provide EASF with a complete and comprehensive manual for the selection, training and deployment of future evaluation teams in support of regional or continental training events.

Exercise AMANI EASTERN AFRICA 2011 was deemed successful in that the exercise objectives were achieved. Participants, in general, found the training event to be worthwhile and both personally and professionally rewarding – having learnt new skills and enhanced their knowledge of EASF procedures and role within the larger AU/ASF construct. A number of lessons were identified and subsequently recorded in an After Action Review Report, with a view to affording EASFCOM and key stakeholders an opportunity to develop a comprehensive, consultative and inclusive implementation strategy to turn lessons identified into lessons learned. EASFCOM is now turning its attention to the design, development and delivery of the next major training event – a Field Training Exercise in 2013, in which planning and coordination will begin this year. The Centre remains committed to EASF and looks forward to providing assistance and training in keeping with the strong relationship that exists between the two organisations.



Fourth East African Standby Force Civilian Foundation Course

The fourth East African Standby Force (EASF) Civilian Foundation Course was conducted at the Peace and Conflict Studies School from 17 – 28 October 2011. The course aims to provide the participants with an in-depth understanding of the conceptual framework of Peace Support Operations (PSO) and aspects of the substantive civilian functions, in preparation for deployment, within the region and the rest of the African continent. The Foundation Course is designed to give an overview of all essential areas that will be the basis for continued training.

The course had 33 participants, 32 were drawn from eight countries from the East Africa region and one participant was from the West Africa. In demonstration of the Centre's continued efforts towards gender mainstreaming in programming and course delivery, 20 participants were male while 13 were female. Participants were drawn from civilian experts in various fields, derived from both government and civil society. The training ensured that participants were adequately prepared for deployment in

future EASF missions for peace support operations and was conducted within the framework of the African Peace and Security Architecture (APSA) and the African Standby Force.

One of the means for readiness is systematic and coherent training, carried out by competent facilitators identified by the African Peace Support Trainers' Association and International Peace Support Training Centre (IPSTC). This course was the fourth to be conducted to build the capacity of EASF civilians and the third conducted at the IPSTC.

The various roles played by civilians, and in particular the civilian component of any peace support operation, contribute greatly to the peace process. The civilian dimension of peace operations cover political affairs; civil affairs; human rights; election monitoring and observation; security sector reform (SSR); disarmament, demobilisation and reintegration (DDR); rule of law



Participants follow the class proceedings during the fourth EASF civilian foundation course.

(RoL); gender; HIV/AIDS; and child protection.

The course content focused primarily on the following core subjects: understanding conflict; contemporary peace support operations (PSO); the African Peace and Security Architecture (APSA); the East African Standby Force; civil-military coordination; humanitarian assistance and coordination; international humanitarian law; human rights and child protection in PSO; women in peace and security; respect for diversity; sexual exploitation and abuse (SEA); safety and security; effective communication; and HIV/AIDS.

Over the ten days of training, participants were exposed to theoretical lessons and several case studies. These were conducted within an interactive and participatory learning environment.

Participants had a chance to visit Lake Nakuru National Park where they had an opportunity to not only experience the beautiful Kenyan countryside but also the rich source of renewable geothermal energy in the Rift Valley.

WO II ELIAS MURIRA
Training Warrant Officer
Peace & Conflict Studies School

Reviewing the UN Staff Officers Pilot Course



Participants taking notes during the pilot course held at IPSTC.

In a bid to standardise Staff Officer training being delivered globally, a three-fold initiative led jointly by the Department of Peacekeeping Operations (DPKO) and the Department of Field Support (DFS) to improve peacekeeping performance in the field was started. The project implementation was then delegated to the Integrated Training Service (ITS), supported by DFS, the Office of Military Affairs (OMA), and the Peacekeeping Best Practices Section (PBPS).

The Office of Military Affairs and ITS already provided guidelines on the Roles and Standards for Staff Officers in 2009 and also conducted a comprehensive Training Needs Assessment in all missions which served as a basis for training development in close collaboration with relevant Troop Contributing Countries (TCC). Building on this existing baseline, ITS focused on the development of training

standards for Staff Officers and completed the following activities:

- Staff Officers (SO) specific training needs assessment,
- Collection and analysis of DPKO-DFS guidelines, directives and SOPs,
- Collection and analysis of Member States SO training materials,
- Draft of SO Standardised Training Materials, and
- Consultation of draft SO STM with relevant offices of DFS, OMA and field missions.

ITS used a collaborative approach to obtain expert input from member states peacekeeping trainers on the learning outcomes,

content and methodology; as well as to develop concrete proposals for training activities using the draft Special Training Materials.

Initial consultation with the expert group began in early July 2011 with the organisation of a Consultation Working Group (WG) which began reviewing the training modules. This process led to a consultative culminating workshop held from 22 – 26 August 2011, which was conducted at the International Peace Support Training Centre. Among the modules deliberated on were:

- The organisation and basic staff procedures in UN Mission HQ,
- Legal aspects of UN Peacekeeping Operations,

- Introduction to Integrated Mission Planning Process (IMPP),
- Information gathering
- Introduction to Military Component Planning Process,
- UN Logistics at Work,
- Introduction to Crisis Management, and
- Staff Officers' Integrated Exercise.

IPSTC was requested and successfully led the Integrated Mission Planning Process and the legal aspect modules.

On completion of the consultation workshop, a draft curriculum was agreed upon and a pilot UN Staff Officers course was conducted at IPSTC from 5 – 16 September 2011. Armed with feedback from the course and additional feedback from member states, ITS will be able to finalise the curriculum and disseminate a standardised training package for use by training establishments such as IPSTC.

IPSTC is honoured to have been selected to host such an important workshop and facilitate the pilot course. The Centre looks forward to continued cooperation and partnership with UN DPKO.

Lt Col MODEST KOMBO
Chief Instructor
PCSS



Participants listening keenly during the training session.

AMISOM Logistics Course

A Peace Support Operations Logistics Course specifically designed for the African Union Mission in Somalia (AMISOM) was run at IPSTC from 16 - 29 September 2011. Jointly funded by the British Peace Support Team (East Africa) and the United Nations Support Office AMISOM (UNSOA), this was the fifth AMISOM logistics course run at IPSTC. The course was jointly prepared and conducted by Major Julius Unsing from IPSTC as the Course Director and Patrick Duah, Chief Training Officer UNSOA. To provide some capabilities in French for candidates from one of the major AMISOM troop contributing countries, IPSTC brought in one Officer from Ecole de Maintien Paix (EMP) Bamako – Major Michel Gamelin. Major Little from the Peace and Conflict Studies School (PCSS) acted as the Course Coordinator and also directed Staff duties. As is the tradition at the Centre, UNSOA logistics staff had a large presence in the classroom providing tactical-level briefings and exercises.

The first week of the course curriculum was based on the IPSTC general logistics course, amended and improved upon by using UNSOA-specific lectures by replacing the school's contingency owned equipment, movement, supply, transport and engineer lectures. The course focused on UN operations initially, with the balance of the course material centering on the planning of deployed operations, be they UN, AU or any other expeditionary operation. Main thrusts involved work on logistics planning, reconnaissance, and RSOI (reception, staging, onward-movement and integration). There was syndicate work in all three of the above areas followed by syndicate briefings to the class. The UN focus was maintained in the preliminary lectures because of the likelihood that African nations would deploy into new or existing UN operations.

There were 33 students on the course, 11 from Burundi who were expected to be deployed to Somalia along with 13 of their mission partners from Uganda. For the first time, there were also senior staff members who would be employed in the AMISOM Force Headquarters such as Colonel Athanase from Burundi who would eventually serve as the HQ Logistics Plans Officers. The course also benefitted greatly from having two logistics specialists from the Nairobi AMISOM and UNSOA offices; Mr Sheku from AMISOM who works as the Contingent Equipment Officer and Mr Mulungo who is the UNSOA Movement Control Assistant. These two civilian professionals provided outstanding input to the lectures as well as within their syndicates during discussions.



Participants work hard on a logistics planning exercise. Below: Graduates from the AMISOM Logistics course pose for a picture.



The Directing Staff consisting of Majors Unsing, Gamelin and Little, conducted various logistics lectures and subsequent syndicate presentations on planning. During the last three and a half days, UNSOA Directing Staff carried out all instruction and oversaw several syndicate exercises and presentations. This allowed key learning to take place as the Directing Staff were experts in the field of logistics as it relates to the AMISOM mission.

The course consisted of a series of topic-specific lectures, and eight- to nine-person syndicate exercises. The course opening was attended by the newly assigned Commandant of the British Peace Support Team (East Africa), Colonel Brundle. The Commandant of the Peace and Conflict Studies School, Colonel Ikiara, addressed the participants and opened the course. On the evening of the first day, there was a reception held in the accommodation block. IPSTC provided transportation for participants on one of the weekends to downtown Nairobi allowing them some time to sightsee and shop.

The closing ceremony was held on the last day of the course, 29 September 2011. Lieutenant Colonel Omar Dow from AMISOM and Lieutenant Colonel Kombo

from the Peace and Conflict Studies School attended. They presented the course certificates and addressed the participants. A student representative presented a plaque to Lieutenant Colonel Kombo thanking the school for conducting the training session. The closing was followed by an enhanced lunch enjoyed by all.

Each student received a CD at the conclusion of the course with all the course materials. UNSOA planned and carried out an outing for the students the day prior to returning to the mission.

Due to the efforts of all IPSTC staff involved, the course came off as planned. The Course Director and UNSOA Training Office were completely satisfied with the way all aspects of the course were conducted. Close liaison and cooperation between UNSOA Training Staff and IPSTC was constant. Students remained engaged throughout the course period and were genuinely satisfied with their learning experience. It is expected that future AMISOM Logistics courses will be planned and carried out following this model. UNSOA, with assistance from IPSTC, is also considering designing a train-the-trainer course for the various Troop Contributing Countries to eventually deliver their own AMISOM Logistics Course. IPSTC remains committed to assisting member states and AMISOM in achieving this goal.

Maj ROD LITTLE
Course Coordinator



Members of the course writing board during one of the deliberation sessions.

Disaster response and management course writing board

Disaster, according to the Oxford dictionary is defined as: “a sudden accident or natural event that causes great damage or loss of life”.

Earthquakes, industrial accidents, chemical and nuclear leaks, oil spills, floods, forest fires, terrorist activities, landslides, and structural collapse are disasters that are commonly encountered around the globe. Disasters are natural or man-made and can strike at any time. The sudden and swift nature of disasters is the greatest challenge in addressing such calamities. To reduce the severity of a disaster, the response also has to be equally as swift.

Disasters themselves are not limited to specific parts of the world, though certain areas might be prone to specific types of disasters. For example, the area around the Pacific region is prone to earthquakes, some countries are prone to terrorist activities and floods while some coastal areas are more likely to experience hurricanes. However, the level of preparedness is an essential tool when confronted with disasters. Adequate preparedness will severely reduce the impact of a disaster, through a good understanding of preventive actions. Having the knowledge of certain life-saving tools and techniques, which, when used in the event of disaster, can mitigate total loss.

It is for this reason that the Centre has focused on the Eastern Africa Standby Force's (EASF) capacity building and training for disaster response and management. This training will identify and inform a higher level of preparedness that will allow for a regional ability to have better control over the damage. In situations where there is a fire or collapsed building, the loss during the actual event is

not necessarily high. However, the losses can become very high due to the inability to manage the situation in a timely manner. More often than not, this happens due to confusion and chaos in the context of too much loss and inefficient use of already strained resources.

Within the spectrum of conflict the competition over resources in war-torn or fragile societies, are a clear indication of how resource exploitation can cause conflict or hinder peace building activities.

Disasters affect the most vulnerable sectors and population groups with the least capacity to cope, including the poor, women, children and the elderly. The poor often live and work in high-risk areas, rely on climate dependent livelihoods and have few assets or resources to cope with or respond to disasters and recurring shocks.

An environment-based approach to disaster risk education offers multiple benefits to help prevent these catastrophic situations. It also contributes to sustainable livelihoods development, poverty reduction and climate change adaptation in relation to peace and security development.

The aim of the disaster management course is to enhance participants knowledge, skills and attitude in order to effectively contribute to disaster management programmes in various disaster situations at national and regional levels. This is in an effort to minimise the losses at the time of a disaster as well as to ensure the most efficient use of the scarce resources. To this end, included in the writing board deliberations as course-learning outcomes were:

- Concepts and disaster management working frameworks

- Phases of disaster management cycle and their relationship
- Development and implementation of disaster management plans
- Psycho-social effects of disaster and applying the critical incidence stress management
- Tools and methods for monitoring and evaluating disaster management programmes.

The Centre has a strong and positive relationship with EASFCOM, and as such continues to work towards capacity building for EASF. The course target audience (military, police and/or civilian, middle-level managers of the equivalent rank of Major to Colonel) is aimed at individuals who are serving or will serve in positions with EASF, regional organisations, and Peacekeeping Missions within the Eastern Africa region. In addition, a select number of positions will be offered to other candidates from the Africa Standby Force (ASF) in an effort to create a diverse learning environment and strengthen the ability to react to and manage disasters.

Writing Board Team

- Mr Francis Onditi - *Research Analyst*
- Ms Florence Oduor - *Training Expert*
- Dr Wycliffe Oboka - *Subject Expert MMUST*
- Dr Philip Omondi - *IGAD Representative*
- Ms Susan Wachira - *Psychosocial Expert*
- Maj C B Nekesa - *Research Department*
- Maj Kevin Barker - *Research Department*
- Maj Kottka - *Disaster Management*
- Captain Kilimo - *Disaster Management*

Maj CATHERINE NEKESA BARASA
Peace and Security Research Department

Gender Mainstreaming in Peace Support Operations

Gender mainstreaming was established as a major global strategy for the promotion of gender equality in the Beijing Platform for Action from the Fourth United Nations World Conference on Women held in Beijing in 1995. The Economic and Social Council (ECOSOC) agreed conclusions 1997/2 define gender mainstreaming as:

...the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated.

The adoption of the UN Security Council Resolution 1325 on Women, Peace and Security in October 2000, represented a significant advancement in support of gender mainstreaming. The responsibility now lies with the UN and its Member States to implement agreed standards and policies on gender mainstreaming. With specific regard to peacekeeping, the UN has integrated gender mainstreaming in such key documents and initiatives as:

- A code of conduct for peacekeepers,
- Mandates for peacekeeping missions,
- Procedures for the International Criminal Court, and
- Training materials for peacekeepers.

Why is gender mainstreaming important

Women and men, girls and boys have unique and often different experiences, needs and perspectives of conflict. Women are more vulnerable to sexual-based violence, trafficking and mutilation. Understanding the gender dimensions of armed conflict better enables peacekeeping personnel to



understand the conflict and the environment within which they operate. This enhanced understanding of the situation, taking into account gender issues, allows peacekeeping personnel to strengthen local relations, enhance their ability to respond to the protection needs of the populace while supporting international standards and fundamental human rights.¹

Women play a significant role in the community, and as such, are vital to the achievement of long-term sustainable peace and post-conflict recovery. Women in civil society represent a valuable resource in the rebuilding and reconstruction of the social fabric of communities. The inclusion of women's perspectives and expertise within Peace Support Operations (PSOs) is therefore critical, to ensure that operations maximise their potential and effectiveness

¹ Dyan Mazurana and Eugenia Piza Lopez, Gender Mainstreaming in Peace Support operations: Moving Beyond Rhetoric to Practice, International Alert, 2002. Retrieved 4 February 2012 from <http://action.web.ca/home/cpcc/attach/GENDER%20MAINSTREAMING%20IN%20PEACE%20SUPPORT%20OPERATIONS%20MOVING%20BEYOND%20RHETORIC%20TO%20PRACTICE.htm>



In conflict situations, women suffer different violations including sexual exploitation and abuse. A gendered approach is therefore important in peace support operations.

in contributing to the reconstruction within societies.

Democracy, rule of law and governance highlight the complexity of contemporary multi-dimensional PSOs. Empowering women in the public and political arena within formal decision-making structures (such as governments, community councils, and policy-making institutions) results in policies and priorities being defined that ensure gender equality and is an effective way to positively influence the processes of democratisation and stability.

International Alert believes that "fully integrating gender perspectives into PSOs increases their effectiveness by enhancing the security and capacities of local women and men, by providing a better interface with affected populations and promoting and upholding international standards, particularly those related to

equality and non-discrimination and through supporting transitional administrations with gender-aware strategies."²

IPSTC efforts

As a recognised leader and Centre of Excellence, the International Peace Support Training Centre (IPSTC) strives to implement strategies and policies related to gender mainstreaming in all aspects of training delivery as specified in the Windhoek Declaration³ and relevant United Nations resolutions and directives. IPSTC works with its partners and clients to ensure that gender issues remain at the forefront through conducting symposia, workshops and allocation of vacancies and on training courses, both in terms of participants and facilitators. The Centre is an equal opportunity employer.

² ibid

³ Windhoek Declaration, 13 May 2000, retrieved 4 February 2000 from www.un.org/.../josagi/.../windhoek_declaration.pdf



Officers who attended the Tactical Operations course pose for a group photo.

Tactical Operations Staff Course

The Tactical Operations Staff Course is a 19-day, non-tactical course that focuses on the daily routine of a multi-national operations room or command post in a peace support environment. The course culminates in a three-day command post exercise that simulates the “battle rhythm” of a sector headquarters (HQ).

The course concentrates on the intermediate and senior levels of a headquarters operations room or command post activities with a focus on AU standard operating procedures (SOPs) and peace support missions in Africa. The preferred rank for participants is Captain or Major although some Lieutenant and Lieutenant Colonels can be accepted with an average of 30 to 40 students per class.

The course has three main aims: To provide an introduction to operational staff skills and

enhance students’ knowledge of command post (CP) operations at the sector (brigade) level; to enhance students’ ability to function in a multi-national peace support operations environment; and to provide the basic skills necessary to effectively participate in operations in a mid-high intensity command post or headquarters.

The latest Tactical Operations Staff Course (TOSC 19) was hosted by the Pre-deployment Training Wing of the Humanitarian Peace Support School Embakasi from 3 – 21 October 2011. Participants were drawn from the EASFCOM Region and the rest of Africa. Of the 28 participants, 26 were male and two were female. The course participants represented ten countries: Uganda, Sierra Leone, Kenya, Senegal, Rwanda, Zambia, Burkina Faso, Botswana, Tanzania and Nigeria. The course was sponsored by the Canadian Government through the Directorate of Military Training and Cooperation

(DMTC), an organisation IPSTC has had a long and distinguished relationship with.

The course is run by an experienced directing staff of senior Majors or Lieutenant Colonels who are staff trained and have preferably peacekeeping experience in Africa or elsewhere. The class is divided into three syndicates with two directing staff - one Kenyan and one Canadian officer assigned to each Syndicate. Syndicates practice the roles of various headquarters staff throughout the course. The mixture of senior officers from different countries within the continent makes it an extraordinarily beneficial learning environment for the participants.

The simulation scenario includes three major tasks: initial exercise tasks, routine tasks and reaction tasks. The initial tasks entail activities like setting up the HQ, establishing HQ routine and preparation of the daily sector briefing.

Routine tasks include activities like preparations of the daily situation briefing, news clippings, communications checks (up and down), civilian police reports, unit situation reports (SITREP), Military reports, personnel/logistic reports, sector daily SITREP and watch keeper handover. The last part which is the reaction tasks includes activities like: NGO requests processing, minefield trace, mine strike ‘incident’ briefings to Sector Commander, missing duty officer, sexual exploitation and abuse (SEA) complaint, evacuation request from electoral teams and briefing to Demobilisation, Disarmament, and Reintegration representative.

Maj E KINYUA
Ag Commandant HPSS



Participants in one of the sessions during the course.

Centre conducts training courses for UN police officers

Through the commitment of staff and instructors at the Humanitarian Peace Support School (HPSS), two UN police officers training courses, serials 31 and 32 were successfully conducted during the fourth quarter of 2011.

The UN police officers course serial 31, sponsored by Finland, was conducted from 19 – 30 September 2011. The course had eight facilitators: six male, two female, drawn from Kenya, Norway, Denmark, Uganda, Tanzania and Sweden. There were 59 participants: 47 male and 12 females from East Africa and the Nordic countries. The other training session, UN police officers course serial 32, sponsored by Sweden, was conducted from 24 October – 4 November 2011. The course also had eight facilitators: six male and two female, from Kenya, Finland, Norway, Denmark, Uganda, Burundi and Sweden. There were 62 participants: 47 male and 12 female from Norway and East African countries.

The two courses covered several subjects including mine awareness, stress management, land navigation, radio communication and HIV/AIDS. In addition to lectures on theory, participants were required to participate in a simulated real-world environment using the AMANI Peace Village, which is now entering the next phase of construction.

As the ability to operate a vehicle in less than ideal conditions is deemed an important skill, an element of the course involved 4x4 driver instruction. The driving exercise was well received by all participants and proved to be more of a challenge than some had anticipated.

The International Peace Support Training Centre (IPSTC), and in particular, the HPSS takes great pride in conducting this training session. The Centre fully recognises the contribution the police component makes in the long-term success of any multi-dimensional mission.



From top: Participants simulating a hostage situation and during a driving exercise in a muddy area.

Key Events and Visits Du



On 5 December 2011, Ambassador Soad Shalaby, Director of the Cairo Regional Centre for Training on Conflict Resolution and Peacekeeping in Africa, visited IPSTC with her husband (on first rank), between her and Brigadier Robert Kibochi, Director of the International Peace Support Training Centre.



After a presentation and a tour of IPSTC facilities on 14 September 2011 the Ambassador of Belgium, His Excellency Mr Bart Ouvry, is discussing with the Belgian Defence Attaché Colonel Frederik Derolez, and Chief of Staff IPSTC, Lieutenant Colonel Jean-Benoît Beaudoux.



On 21 October 2011, after a courtesy call at HPSS, His Excellency David Collins (High Commissioner of Canada), Colonel Mrashui (IPSTC Plans and Programmes) and Mr Jean Lefebvre (Deputy Director of the Canadian Directorate of Military Training and Cooperation) attended the closing ceremony of the Tactical Operations Staff Officers Course.

The good partnership of the International Peace Support Training Centre and its broad network led to many office calls, visits and ceremonies all over the year. The last quarter of 2011 was a period when several partners came to IPSTC in order to update their understanding of its activities, to initiate a cooperation and to sign or implement a programme.

Besides the events illustrated opposite and below, the IPSTC welcomed the American Defence Attaché to the African Union, Colonel Al Rumphrey, on 20 September, the Director of ZIF, Doctor Almut Wieland-Karimi, and two of her colleagues on 1st December, and the new NACS Coordinator, Colonel Jarmo Pekkala, on 14 December. What's more, the Director of IPSTC

IPSTC Chief of Staff Lieutenant Colonel Jean-Benoît Beaudoux welcomes guests to IPSTC.



During his visit to IPSTC on 9 December 2011, the Head of the Task Force, Mr Jess Dutton, and the Director of IPSTC, Lieutenant Colonel Jean-Benoît Beaudoux, support to

ring 4th Quarter of 2011



European Union Training Mission Somalia representatives (from left: Mr Patrick Geysen, Political Advisor, Colonel Michael Beary, Mission Commander, and Commander Peter Chapman, Chief Instructor) came to IPSTC on 9 December 2011 for an office call with Brigadier Robert Kibochi and a presentation on IPSTC.



After presentation of IPSTC to the Kofi Annan International Peacekeeping Training Centre (KAIPTC) delegation on 4 October 2011, Major Kevin Barker shakes hands with Mr Roland Trevisan, Chief Superintendent and Police Course Director of KAIPTC.

had courtesy or office calls with the Ambassador of Finland Her Excellency Sofie From-Emmesberger on 4 November, with representatives from the Swiss Ministry of Foreign Affairs Minister Siri Walt and Mr Jürgen Störk on 7 November, with the Chief Executive Officer of the American Center for Disaster and Humanitarian Assistance Medicine Mr Leroy W. Harris on 9 November, with the Director of the African Contingency Operations Training and Assistance Doctor Tim Rainey on 15 December and with Colonel Patrick Arzrouni, Head of Swiss Security Sector Reform Team in South Sudan on 16 December 2011.

Lt Col JEAN-BENOÎT BEAUDOUX
Chief of Staff



From left: Mr Takahiro Suzuki (Second Secretary Embassy of Japan), Mr Yoichiro Yamada (Minister Embassy of Japan), Ambassador Nancy Kirui (Permanent Secretary of Kenya Ministry of State for Defence), Mrs Maria-Threase Keating (UNDP Country Director) and Mr Alfredo Teixeira (UNDP Deputy Country Director), during the UNDP/ Japan Phase II signing ceremony at IPSTC on 15 November 2011.



ad of the Canadian Stabilisation and Reconstruction Brigadier Robert Kibochi, recapitulated the Canadian IPSTC.



From left: Lieutenant Colonel Jerker Svensson (Deputy Commandant of Swedint), Major Soeren Noergaard (Danish Police), Lieutenant Colonel Jukka Tuononen (Commandant of Fincent) and Colonel Mrashui (IPSTC Plans and Programmes) during the Nordic Defence Cooperation delegation visit on 2 November 2011.

The challenges of an evolving African Standby Force concept in a changing global security environment

The global security environment has changed considerably since the end of the cold war as a result of many intra-state conflicts across the globe. A debate on the use of regional organisations in conducting peace and security operations to address these conflicts has raged partly due to the low response by the United Nations system, the multi-dimensional nature of these conflicts, and the apathy shown by the West with regard to interventions, particularly in Africa. This is followed by the failed humanitarian mission in Somalia in 1992 whose effects may have had an impact on the response to the humanitarian crisis in Rwanda in 1994. The terrorist attacks that followed in 2001 may also have dealt a blow to future interventions by the West especially by the veto-holding members who are all targets of terrorists for various reasons themselves. This apathy may have an effect on how high African human rights issues will be placed in order of priority by the veto powers as they focus more on domestic security issues.

Africa must therefore think of how best it can develop its own capacity to fill the gap of addressing its own issues of security to assure sustainable development.

Although regional bodies are created for different reasons, they have incorporated mechanisms for promoting peace and security. The potential for using regional organisations for the maintenance of peace and security was pointed out by the UN Secretary General in the Agenda for Peace report in 1992 which reiterated the essence of chapter eight of the UN charter.

The chapter has provisions for the use of regional organisations in the maintenance of peace and security provided the objectives are consistent with the principles of the UN. The charter, in

empowering the regional organisations through article 53, states that the Security Council may use regional organisations for enforcement action, under Security Council authority; implying that there already exists a framework to designate operations to regional organisations. The primacy over the conduct of such operations, however, is retained by the Security Council.

The use of regional actors in local conflicts has both positive and negative factors which must be weighed to achieve the desired objectives. The primacy of the Security Council over regional intervention actions as noted is of critical importance and has a direct bearing on the cohesion and success on any operation. These issues cut across the command and control relationships between the UN and regional organisations, and are pertinent to the debate of regionalisation of peacekeeping and peace enforcement operations.

In situations where the Security Council has authorised a mission to be conducted under a regional body, the forces on the ground must either be accountable to the UN or the regional organisation, and in situations where both the UN forces and regional forces are both present on the ground, particularly during change over from regional to UN or vice versa, the designation of command relationships is important towards the preservation of cohesion.

These are some of the challenges that the African Union will need to address while establishing ASFs doctrines and procedures towards the creation of a cohesive peacekeeping and enforcement organisation.

As noted above, in the event of a humanitarian crisis in a particular region, western countries' unwillingness to get involved should no longer be an excuse for no action by regional organisations. The policy of "African solutions to African problems" is apt and will be the only way that further 'Rwandas' and the current situations in Darfur and Somalia can be avoided.

To complement this policy, the words of Nelson Mandela provide a vision by amplifying that "Africa is beyond bemoaning the past for its problems and; that the task of undoing the past is ours, with the support of those willing to join us in a continental renewal. We have a new generation of leaders who know that we must take responsibility for our own destiny that we will uplift ourselves only by our own efforts with those who wish us well."

The African Standby Force (ASF) is therefore a creation borne out of the Africans' vision to address the endemic conflicts in the continent themselves by taking the lead in conflict resolution efforts. It is in the realisation that states local to crisis have the moral

"Africa is beyond bemoaning the past for its problems and; that the task of undoing the past is ours, with the support of those willing to join us in a continental renewal. We have a new generation of leaders who know that we must take responsibility for our own destiny."

—Nelson Mandela

Centre represented at peace support trainers meeting in Cairo

Brigadier Kibochi and Major Barker attended the 9th annual general meeting (AGM) of the African Peace Support Trainers' Association (APSTA) hosted by Cairo Regional Centre for Training on Conflict Resolution and Peacekeeping in Africa (CCCPA) in Cairo, Egypt. As a past President of APSTA, Brigadier Kibochi is also a member of the APSTA executive committee requiring his attendance beforehand at the executive committee meetings held between 24 – 25 October 2011.

Holding the Presidency of APSTA for 2011, Ambassador Soad Shalaby, supported by the Cairo Centre for Training on Conflict Resolution and Peacekeeping in Africa (CCCPA) and the APSTA Secretariat, hosted the event, to include

both the executive committee meetings and the AGM. These events were interspersed with an outstanding social programme that included a dinner cruise on the Nile, and a trip to the Great Pyramids and Sphinx. The conclusion of the AGM marked the transfer of the Presidency from Ambassador Shalaby to the Director of the Ecole du Maintien de la Paix du Mali (EMP), Major General Souleymane Y. Sidibe for 2012. IPSTC would like to congratulate our newest President on his appointment, while acknowledging the fine contribution by Ambassador Shalaby over the past year. IPSTC remains committed to APSTA and would like to offer our full support to the new President as he begins his term.

APSTA continues to make great strides in the collective development and support to the

delivery of peace support training. The exchange of information and ideas continues to be the hallmark of APSTA coupled with the pledge to institutionalise APSTA's relationship with the AU-Peace Support Operations Division with a collective aim to support the achievement of full operational capability (FOC) by the ASF and Regional ASFs in 2015. In addition, APSTA will be looking to enhance its engagement with international organisations, such as Europe's New Training Initiative for Civilian Crisis Management (ENTri) and the UN family of agencies in order to improve awareness and exposure of the Association while advocating the concerns of Africa in the international forum.

The membership took concrete steps to continue the implementation of the APSTA



A field training during EASF FTX 2009 in Djibouti.

responsibility and ethical reasons to end suffering in a nearby state because in the event of escalation, regional impact in the form of flow of refugees, proliferation of small arms and the attendant internationalisation of conflict will directly affect stability in the entire region.

The additional advantage of using regional forces like those of the African Union is that they have shared history and similar culture. Due to their proximity to crises, they can deploy faster - contributing to speedier de-escalation of crises. Their local knowledge advantage facilitates information gathering, which as Marnika argues in an article published in a journal, 'The case for complementary efforts,' is vital to any mission because local knowledge from regional organisations will always be a great advantage. Africa does not face military threat from outside the continent and therefore security threats are largely internal.

In a world of globalisation and changing structures between states, Africa has awoken

to the reality that it must develop its own programmes targeting the critical areas of its very existence. The creation of the New Partnership for Africa's Development (NEPAD) and the implementation of an African Peace and Security Architecture (APSA) are two such programmes that underpin Africa's desire to break away from dependency. The fact that Africans

are poorer today than thirty years ago is an indictment of the aid syndrome that has progressively over the years created the culture of dependency.

The numbers of intra-state conflicts in the continent have, over the last 30 years, increased, involving gross human rights abuses. International peacekeeping efforts have shifted and there has been a tendency by former contributors to these missions to decline involvement in African crises. This decreasing military engagement by external actors has been a stimulant in the establishment of an African capacity to peacekeeping. The increasing number of failed and weak states, which are sources of insecurity, is further justification for such a force. On the positive side however, there has been an increasing willingness by external partners, particularly the group of eight industrialised countries, to work with the African Union towards the development of structures and capacities to address the security challenges. These efforts are mainly focused on the development of multi-dimensional frameworks that integrate uniformed and civilian capacity for peace operations.

The focus of international conflict management that has existed for many years has shifted from traditional peacekeeping which has been about the maintenance of status quo to post-conflict reconstruction or peace building. The objective of this being the support of comprehensive peace processes that include peace building tasks such as Disarmament, Demobilisation and Reintegration (DDR), security sector reform elections tasks, and the eventual transition to democratic governments. These functions are better performed by civilian components that have the skills and resources and can stay longer post stabilisation.

As the process of establishing the ASF progresses towards full operational capability (FOC) by 2015, it is crucial that civilian dimensions are developed alongside military and police aspects of the standby force arrangement. Whereas the primary role of the ASF is the maintenance of peace and security in the continent, the emergence of unconventional threats including terrorism and piracy need the broadening of its mandate towards the development of doctrines to address these challenges. The ability to contain violent conflicts in view of the trend in intra-state conflicts, the Brahimi Report provides a clear basis on how the transformation would evolve. As the world transforms through the new millennium, conflicts are inevitable between state and also civil wars are more probable (Blake, 2001).

The objective of the initiatives taken by the African Union is to provide safeguards to these happenings and to avail opportunities that will make such conflicts less frequent through conflict prevention mechanisms and the reduction of wanton destruction to both property and human life. In order to have broad base, the ASF will be required to develop capabilities to facilitate intervention to save, as a matter of responsibility, and protect lives, and not on the basis of the right to intervene as has been in the past.

BRIG R.K. KIBOCHI
Director IPSTC



Brigadier R.K. Kibochi and Major K. Barker at the 9th Annual APSTA AGM - Cairo, Egypt.

strategic plan which was drafted in 2010. Key initiatives to be undertaken in 2012 include harmonisation and standardisation of peace support courses and increased geographical and regional representation of the membership in particular with ECCAS in Central Africa. APSTA as an institution, along with its membership have been invited by the AU-Peace Support operations Division to actively participate and contribute to the AU/ASF Training Needs Analysis Workshop to be held in Accra, Ghana

in early December, clearly demonstrating the value of the Association.

Unanimously, the membership voted to extend the current executive secretary, Brigadier General Chirwa (retired), for another two-year term. It also recognised his hard work and achievements over the past year with particular attention to the relocation of the office from Addis Ababa to Karen, Kenya.

2012 will be another challenging year for APSTA as it continues to work on behalf of all peace support training institutions in Africa in the achievement of the unified goal of long-term and sustainable peace on the continent. IPSTC would also like to welcome the newest member of APSTA - Institute of Peace and Security Studies (IPSS) at the University of Ethiopia. IPSTC looks forward to hosting an event in 2012 as part of the APSTA strategic plan implementation.

Civil-military interaction key for successful interventions in conflict and disaster



There is now a general understanding that civil-military co-ordination is necessary for successful interventions in conflict or disaster situations. In such scenarios, there are usually many organisations/institutions – local and international, military, police and civilians who come forward to assist affected communities deal with stressful conditions. All these players may genuinely want to provide assistance but may be hampered by the lack of coordination that leads to duplication, wastage of resources, rivalries and even failure to notice certain important areas that need attention. It is generally agreed that coordinating mechanisms assist in creating order and in maximising resources, thus the development of Civil-Military Coordination (CIMIC). It is against this background that the Sydney workshop was organised.

The seminar sought to identify key capabilities to promote future civil-military effectiveness, underscore

Colonel Sampson Kudjo (Ghana), Lieutenant Colonel Joyce Sitienei (Kenya), Mr Peter Heyward (Australia), Major Andrew Dixon (Australia), Maj Gen (Rtd) Nydayirukiye (EASFCOM), Dr Graciana del Castillo (Colombia University), Mr Sivuyile Bam (PSOD, AU) were participants at the seminar in Australia.

opportunities to overcome capability constraints, and advance practical, innovative solutions to improve civil-military practice.

Four broad areas of capability were considered:

- What information, frameworks, concepts and theories will civil-military planners and practitioners need to meet future demands?
- What decision-making benchmarks, evaluation methods, measures and effectiveness, emerging technologies and other practical mechanisms can enhance civil-military effectiveness?
- What kind of training and professional ethics will civil-military personnel need? What institutional practices and reforms will help agencies meet these demands?
- How can existing guidance be improved, simplified and refined to meet the needs of evolving practice? What innovations

will be needed to make progress in civil-military practice?

The seminar lined up a very interesting group of presenters that articulated the seminar subject while at the same time trying to suggest solutions to better civil-military interaction. It is worth noting that the role of the private sector as a player in conflict and disaster response was discussed. The issue of military detentions was interrogated and the role of regional bodies was highlighted.

The seminar was important as it put into perspective where we are in civil-military interaction and that it is now time to come up with guidelines and institutional practices that will advance effective delivery of assistance to areas of need. IPSTC continues to advance this agenda through the provision of CIMIC and civil-military operations course delivery and practitioner engagement as evidenced in the civil-military operations (CMO) symposium hosted at IPSTC in January 2012.

A perspective on accountability and transparency

Accountability is a state of being liable or responsible to someone or for some action. Accountability in our everyday lives provides us with the discipline to do the right thing and create foundations for our future, especially with money.

Financial accountability outlines the policies that need to be adopted if an organisation is to be financially sound, thus holding management accountable for implementing these policies. Policy areas covered are finances, budgets, asset protection and risk mitigation, among others.

The International Peace Support Training Centre (IPSTC) has implemented various policies and procedures that enhance accountability and transparency while continually employing best practices in its management processes.

Perspectives

There are four possible areas where IPSTC can measure its accountability and transparency performance. These are listed and explained below.

1. Financial perspective - This measures financial integrity and demonstrates stewardship responsibility for capital and financial resources. It further concerns the preservation of physical assets throughout the organisation. Under this perspective, IPSTC picks the relevant financial performance indicators to track and ensure that services are delivered in an efficient and cost-effective manner. IPSTC has automated its accounting platform and is currently using QuickBooks as part of its management information systems. This assists with generation of accurate and up-to-date information to management and partners for decision-making.

IPSTC's main aim is to ensure that management approves all transactions and that all transactions are recorded accurately. For us to achieve this, management needs to design, install and maintain a system of internal controls.

There is also need for segregation of duties. Segregation involves dividing duties so that no employee has complete control over processing of transactions. This reduces the risk that one person can perpetrate and conceal errors in the normal course of his or her duties.

2. Customer perspective - If customers are not satisfied, they will definitely find other suppliers that will meet their needs. Poor performance from this perspective is thus a leading indicator for a future decline, even though the current financial picture may look good.

IPSTC is a research-led, training and education centre that is responsive to peace operations through training in Eastern Africa. The strategic plan clearly indicates that IPSTC has built partnerships with various external stakeholders. These partners support the IPSTC financially by supporting students to attend training sessions at the Centre.

The Centre's goal is to target an annual average increment of about 15 per cent in overall training capacity to achieve 95.4 per cent of the optimum training capacity of 5,000 students per annum by 2015. To achieve this, the Centre is engaged in implementing a comprehensive communication strategy, instituting an internal management and capacity enhancement strategy and developing an infrastructural enhancement strategy.

3. Internal business process perspective - Metrics based on this perspective allows management to know how well their business is running and whether its products and services

conform to client requirements. These metrics have to be carefully designed by those who know these processes most intimately; with our unique missions these are not instruments that can be developed by outside consultants. Internal business processes are defined widely to include "long-term value creation wave" or innovation processes and "short-term value creation wave" or production and other operations, and post-sale services.

For the operations process, management could focus its measures on the efficient, consistent and timely delivery of products and services to customers.

4. Learning and growth perspective - This includes employee training and corporate cultural attitude research related to both individual and corporate self-improvement. In a knowledge-worker organisation, people are the main resource. In the current climate of rapid technological change, it is becoming necessary for knowledge workers to be in a continuous learning mode. The Centre encourages its employees to take professional courses through supporting them financially.

For IPSTC to fully maximise this perspective, processes should be put in place to guide managers in focusing training funds where they would have a significant impact. In any case, learning and growth constitute the essential foundation for success of any knowledge-worker organisation.

In essence, financial accountability and transparency in an organisation is the pillar of sustained growth as it builds confidence from its stakeholders.

MIKE SHIKWE
Head of Finance

IPSTC represented at the United Nations Staff Officers Course in Sweden

Lieutenant Colonel Joyce Sitienei represented IPSTC at the United Nations Staff Officers Course (UNSOC) at the Swedish Armed Forces International Centre (SWEDINT) from 10 – 28 October 2011. The course attracted 60 officers from all over the world. A majority were Scandinavian while the rest of the world was represented by Asian, African, South American and European officers.



Colonel Susanne (Denmark) and Lieutenant Colonel Joyce Sitienei (Kenya) at the UNSOC SWEDINT.

Apart from giving the participants an insight into the generic United Nations integrated mission

concept, the military component planning concept and the standard operating procedures were emphasised as a necessity for effective staff duties in missions. Issues of prevailing importance were also addressed such as protection of civilians; human rights; international humanitarian law; and disarmament, demobilisation and reintegration. The package was comprehensive and very useful for anyone intending to work in a Peace Support Operation.

The unique aspect of this course is that two other courses ran concurrently, the Civilian Staff Officers Course (CIVSOC) and the United Nations Police Commanders Course (UNPCC). The three courses were timed such that the last week of all the courses fell at the same time allowing for a joint exercise. Each component played their part in an exercise built around the fictitious United Nations Mission in Bogaland. Participants were expected to address issues that arose with an integrated mission concept in mind.

Lt Col JOYCE SITIENEI
Peace and Security Research
Department

An overview of the Karibu Research and Simulation Centre



The Karibu Research and Simulation Centre is the next exciting IPSTC development project. The project involves the construction of a purpose-built four-storey building to house the Peace and Security Research Department, a state-of-the-art simulation centre and library that will further solidify IPSTC's place as a Centre of Excellence.

Interest and commitment has already been shown and demonstrated by many of our international partners, most notably the

European Union, who have or are in the process of pledging funding and equipment to make this initiative draw closer to realisation. In addition, as part of the larger IPSTC Strategic Plan 2012-2015, the new complex will also include an improved E-Library, further supporting both the training and research needs of the region.

An upgraded JANUS system (aptly named after the two headed Roman God) will form the foundation of IPSTC's simulation capability. In order to realise this capability,

a comprehensive training package (technicians, operators and exercise simulation designers) is being provided by African Contingency Operations Training and Assistance (ACOTA) programme through the US State Department.

The obvious key to this project will be the confirmation of funding for the building, which will initiate many other smaller projects such as the implementation of the ecologically friendly waste disposal unit for the entire complex.





IPSTC participates in foundational course on International Humanitarian Law

The 144th foundation course on International Humanitarian Law (IHL) was conducted at the International Institute of Humanitarian Law (IIHL) based in the city of Sanremo, Italy. IIHL was founded in 1970 as a private, independent and non-profit organisation with the primary objective of promoting the application, development and dissemination of international humanitarian law in all its dimensions and to contribute to the safeguard and respect of human rights and fundamental freedoms throughout the world. The military department within the institution is the organ responsible for facilitating the international military courses on the law of armed conflict.

The course ran from 7 – 18 November 2011. The course participants came from a range of environments, including the armed forces; military lawyers and legal advisers; police; military doctors; religious personnel; personnel in law enforcement organisations; individuals working with international organisations; NGOs; the International Committee of the Red Cross (ICRC); and national Red Cross organisations.

The aim of the course was to encourage the participants to act within their sphere of responsibility in accordance with the principles and rules of law of armed conflict. The objectives of the course were: to obtain a basic knowledge of the

principles and the rules of law of armed conflict; to be able to reach practical solutions in harmony to general principles and the rules of the law of armed conflict; to have accepted the law of armed conflict as a guideline for the conduct of operations and behaviour in action; and to be convinced of the necessity of law of armed conflict training and its integration into military education programmes.

International humanitarian law is meant to control the conduct of hostilities to ensure the distinction between military objectives and civilian objects. International humanitarian law covers international armed conflicts and non-international armed conflicts, both low and high intensity. Internal disturbances and tensions are covered by domestic laws and international human rights.

The responsibility for the implementation of international humanitarian law in the management of conflicts rests squarely with all members of the armed forces. As such, commanders are accountable for the activities of their subordinates in respect to the law of armed conflict. Therefore, commanders are required by law to understand and disseminate, to all members under his/her command, rules to exercise in the conduct of the hostilities. For example, Additional Protocol One Article 28 says: “a military commander or a person effectively acting as a military commander shall be criminally

responsible for crimes within the jurisdiction of the court committed by forces under his or her effective command and control.”

International humanitarian law is one of the most important tools of command, control and management of troops in the battlefield. The troops should endeavor to conduct hostilities in a manner consistent with the laws of war, ensuring that there are no violations in respect to treaties, conventions and laws as far as conduct of hostilities are concerned. In the contemporary period, military operations are closely scrutinised by human rights organisations that have a mandate to report the omissions and commissions of the military commanders and their troops. This is done in the period of conflict and further reports collected during the post-conflict period. Therefore, military personnel should ensure they are knowledgeable in the matters of the law of armed conflict and restrict themselves within the subject law.

Through such professional training opportunities, IPSTC, as a Centre of Excellence, ensures that its staff remain abreast of the most current doctrine and policies related to peace and conflict and as such are able to continue to deliver the quality of training that the region has come to expect.

Maj CATHERINE NEKESA BARASA
Peace and Security Research Department

IPSTC takes on Mt Longonot

Exercise Longonot Kikwazo took place on 30 September, and involved some 32 members of the IPSTC military and civilian community. There were smiles, tears, personal and team achievements and a lot of rain and even hailstones, which

tested the resolve of the hardest.

Mount Longonot is a dormant volcano some 80 kilometres north of Nairobi, overlooking the Rift Valley and Lake Naivasha. A trail runs from the park entrance up to the crater rim, and continues in a loop encircling the crater. The

whole tour is about 14 km long and in some places very steep, such that the round-trip hike of park gate - Longonot Peak - park gate takes around three to five hours. The gate is around 2,150m above sea level and the peak at 2,780m above sea level, but following the jagged rim involves substantially more than the 630m vertical difference.

With the above in mind, 32 staff members of the IPSTC departed to take up the challenge of conquering this once-mighty volcano. Split into three teams or groups of mixed ability, the participants finally arrived at the entrance for a pep talk by the Director and safety brief from Major Unsing. The climb up the slope to the rim was led by team one, closely followed and overtaken by a much stronger team two. The weather was cool and began to warm up as the climb progressively got harder and steeper. Some of team one members found the climb challenging and required some gentle encouragement from Sergeant Babu.

Team two had crested the rim and team three were in hot pursuit of team one. Team one finally made the rim and a well-deserved breather looking out at the panoramic view of the Great Rift Valley and Lake Naivasha. By this time, a strong team two had rested and departed on a clockwise route of the rim to the peak. Team three crested the rim, and led by the RSM, IPSTC set off in hot pursuit of team two.

Team one had decided that discretion was the better part of valour and spent the remainder of their trek exploring the rim without cresting the highest point. By this time, team two had reached the peak and were starting to make their way down to the finishing line with the Director and Chief of Staff managing a very credible 3:30 on the clock closely followed by the remainder of their team.

Team one were also completing their trek as it began to rain. As the weather began to deteriorate, team three reached the peak and unfortunately for them it began to hail. Team three pressed on regardless and arrived at the finishing post a very wet and bedraggled bunch, but nonetheless full of smiles.

Exercise Longonot 'Kikwazo' (Swahili for 'obstacle') achieved its aim as a team-building exercise for members of IPSTC. The Great Rift Valley and Lake Naivasha from that vantage point were a sight to behold. Everyone, irrespective of ability overcame their own hurdles as they crested the rim or reached the peak.

Most importantly, the team learned the importance of encouraging those facing challenges and witnessed the satisfaction on the faces of those who overcame personal hurdles. Of note, Sergeant Babu from team one for his singing and encouraging Grace Wamutu and Benta Adhiambo, and their efforts to reach the rim and beyond. Major Rod Little of team two for the encouragement he gave to WO I Master Chief Clerk Juma and the Director and Chief of Staff for completing in record time.

Team three deserves an applaud for maintaining their sense of humour in the adversity of a hailstorm and downpour, particularly Major Kevin Barker and WO II Elias Murira whose drenched bodies, but smiling faces said it all as they reached the shelter of the IPSTC coach and a well-deserved lunch.

Maj JH UNSING RE



Centre staff members who were part of the Kikwazo exercise at Mt Longonot.



We Cry for Peace

Our farm land is left bare
For they that tilled the ground are no more
The barns were razed to the ground,
And the crop in the field
Oh the woe, that war and conflict has brought!

Who will feed the children?
Who will clothe and shelter the weak?
They destroyed the crops at field,
And held the young men and women captive,
Oh the woe, that war and conflict has brought!
We can no longer walk to school
Nor learn on empty stomachs
For our loved ones are gone
And our hope and future shattered
Oh the woe, that war and conflict has brought!

We cry for peace
And crave for the love of our mothers
We miss the protection of our fathers
And the joy that our brothers and sisters bring to us
Who will take away this woe that war and conflict
have brought?



IPSTC leverages technology - syndicate room upgrades

IPSTC has moved forward in active course management by upgrading all of the Karen campus syndicate rooms and conference room with state-of-the-art audio-visual equipment. The goal of these upgrades is to increase situational awareness during syndicate discussions; have better means to pass electronic information; integrate command and administration functions; reduce/illuminate potential virus threats; and finally create a better means to capture historical information.

The Head of the Information Technology, Facilities Manager and Project Manager completed an in-depth needs analysis followed by initiating the procurement process to ensure maximum value for money. Installation of the



Centre staff test the new video conferencing equipment installed in the syndicate rooms recently.

equipment is currently underway, along with upgrading syndicate room furniture.

IPSTC has also launched a staff competition to rename each of the generic six syndicate

rooms and conference room after a significant contributor to peace and security in Africa and/or the world.

Once upgrades are complete, participants at the Karen campus of IPSTC will have at their disposal modern audio-visual equipment supported by active course management processes to permit increased learning and participation.

IPSTC continually strives to provide the highest quality of peace support operations training expected of a Centre of Excellence by leveraging technology at every opportunity. These upgrades and the enhancement of the Training Management Systems will position IPSTC as a leader in this field well into the future.

Maj ROD LITTLE
Project Manager
IPSTC



IPSTC First Quarter Events Calendar

S/NO	Event	Description	Target Audience
PEACE AND CONFLICT STUDY SCHOOL (PCSS), KAREN			
1	IPSTC Professional Development Training 9-13 Jan 12	Five-day training event to orient all IPSTC staff to the coming year and to train potential instructors/facilitators in the IPSTC methodology and systems approach to training	Any and all staff that could be required to deliver training
2	Peace Support Operations Logistics Course 16-27 Jan 12	Ten-day course sponsored by the Directorate Military Training and Cooperation (DMTC) - Canada	Select members from Africa and Middle East countries who are potential candidates for employment in peace support operations in a logistics capacity
3	Civil Military Operations Symposium 1-10 Feb 12	Ten-day symposium sponsored by the Combined Joint Task Force – Horn of Africa (CJTF-HOA)	Select members from Africa and partner nations to review current operational level CMO doctrine, training and operations
4	Regional Senior Mission Leader's Course 13-24 Feb 12	Ten-day Strategic-Operational level course sponsored by the UK	Select members from Africa and the East Africa sub-region who are potential candidates for senior appointments (i.e. Head of Mission, Force Commander, Head of Civilian or Police component)
5	AMISOM Logistics Course 5-16 Mar 12	Ten-day course focused on AMISOM	Select individuals who are potential candidates for employment in AMISOM in a logistics capacity
6	Pre-exercise Training/Strategic Planning Session – AU Police and Civilian-focused Exercise (AU POLCIVEX) 19-30 Mar 12	Ten-day training course sponsored by the Pearson Peacekeeping Centre	Select individuals and stakeholders involved in the design, development and select individuals and stakeholders from AU PSOD and the five Africa sub-regions livery of the Exercise
HUMANITARIAN PEACE SUPPORT SCHOOL (HPSS)			
7	Peace Operations Planning Course 16-27 Jan 12	Ten-day course sponsored by the United Nations Development Fund (UNDP/Japan)	Select military, civilian, and police individuals from Africa who are potential candidates for employment within a mission or operational-level peace and conflict related organisation
8	UNDP Safe and Secure Approach to Field Environment (SSAFE) Course Serial 1: 16-19 Jan 12 Serial 2: 6-9 Feb 12 Serial 3: 5-8 Feb 12	One-week course on safety and security within peace operation environment	UN staff being deployed to a mission
9	Hostile Environment Awareness Training (HEAT) Serial 1: 30 Jan-3 Feb 12 Serial 2: 26-30 Mar 12	One-week course conducted by World Vision	World Vision employees to be employed in a potentially hostile environment
10	Improvised Explosive Device (IED) Awareness Train-the-Trainers Course 30 Jan-3 Feb 12	Five-day course sponsored by ACOTA/US State Department	Select individuals from Kenya who have been selected as facilitators for follow-on IED Awareness serials
11	Kenya Battalion Pre-deployment Training 19-30 March 2012	12-day training event	Assigned Kenya Armed Forces personnel that have been selected for deployment on an AU/UN mission
12	Improvised Explosive Device (IED) Awareness Train-the-Trainer Course 6-24 Feb 12	Three five-day serials sponsored by ACOTA/US State Department	Select individuals from the East Africa sub-region who are potential candidates for deployment on an AU/UN mission or in a training institution responsible for pre-deployment training
13	Military Observer (MILOB) Course 5-23 Feb 12	Three-week course sponsored by Australia	Select individuals from Africa and the international community who are potential candidates for deployment to a mission as a Military Observer
14	Save the Children – Child Rights Course 11-18 Mar 12	Eight-day course conducted by Save the Children	Select individuals who have been accepted into the training programme and have contracts with Save the Children
15	Simulation Analysis 12-23 Mar 12	Ten-day technical assessment visit by ACOTA/US State Department members	To determine the "way forward" in the implementation of a simulation capacity at IPSTC
16	Exercise Design, Development and Delivery Course 14-22 March 2012	Ten-day course sponsored by the Directorate Military Training and Cooperation (DMTC) - Canada	Select individual from Africa who are involved, or potentially involved in the development and delivery of exercises at the operational or tactical level
PEACE & SECURITY RESEARCH DEPARTMENT			
17	Customised (South Sudan) Operational Prison Management Writing Board Feb 12	Four-day writing board to customise and design courses for South Sudan	Subject matter experts related to specific functional area, South Sudan and post conflict recovery
18	Customised (South Sudan) Security Sector Reform Writing Board Feb 12	Four-day writing board to customise and design courses for South Sudan	Subject matter experts related to specific functional area, South Sudan and post conflict recovery
19	Customised (South Sudan) Human Rights Writing Board Feb 12	Four-day writing board to customise and design courses for South Sudan	Subject matter experts related to specific functional area, South Sudan and post conflict recovery

