



International Peace Support Training Centre

Training Needs Assessment for SGBV in Eastern DRC, and SSR and DNM in Somalia



**TRAINING NEEDS ASSESSMENT FOR SGBV
IN EASTERN DRC, AND SSR AND DNM IN
SOMALIA**

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PREFACE

This report is an outcome of an initiative of the International Peace Support Training Centre (IPSTC) in collaboration with Eastern Africa Standby Force Coordination Mechanism (EASFCOM) and Institute of Security Studies (ISS) to assess Sex and Gender Based Violence (SGBV) training needs in the Eastern Democratic Republic of Congo (DRC) and Security Sector Reforms (SSR) and Dialogue Negotiation and Mediation (DNM) in Somalia. The main objective of the TNA was to identify gaps in knowledge and skills that various target audience have so as to tailor our training to meet their needs. It goes without saying that training of Peace Support Operations (PSO) personnel is critical in ensuring that the necessary capacity is in place for countries that have experienced protracted conflicts to solidify their emerging peace dividends.

It is for this reason that the TNA team visited the United Nations Organization Stabilization Mission in the DRC (MONUSCO) and Civil Society Organizations (CSOs) between 26th and 30th November 2014. The team also carried out TNA on SSR and DNM in Mogadishu Somalia between 2nd and 5th December 2014. The organizations of focus in Somalia were security sectors, CSOs, government departments and local and international organizations including African Union Mission in Somalia (AMISOM). The findings of the TNA as well as the conclusions and recommendations are outlined in this report. Overall, the report aims at contributing to the improvement of IPSTC capacity building for SGBV, SSR and DNM in East African region.

I look forward to constructive suggestions and comments for improving our efforts, both in content and context. Please feel free to give us feedback on the report via e-mail or otherwise.

Brigadier R G Kabage

Director
IPSTC

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IPSTC wishes to express its profound gratitude for the assistance extended to the TNA team by many people and organizations throughout the exercise. The initiative taken by the Embassy of Japan-Kenya and UNDP-Kenya to support IPSTC to undertake TNA in the Eastern Africa region will go a long way in increasing efficiency and effectiveness of international response to conflict management and post conflict stabilization. Our special thanks go to the Embassy of Japan for entrusting this responsibility to the Centre. The team is also grateful to EASFCOM and ISS for their contributions and guidance.

The team is duly thankful to personnel of various organizations in Eastern DRC and Somalia who openly expressed their thoughts and critical responses. These organizations include MONUSCO and CSOs, security sectors (especially the Somalia Police Force-SPF), government departments and peace and security consultants. It is our sincere hope that this report will be of help to them and to all stakeholders of PSO in Eastern Africa region.

Brigadier Kabage, the Director of IPSTC has been a great source of strength by providing necessary guidance, encouragement and support to the team when required. The team is grateful for his contribution in undertaking the task.

Colonel E M Lusaala

Chairperson

TNA Team

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EXECUTIVE SUMMARY

The work presented in this report comprises the findings and recommendations of the joint TNA for SGBV in Eastern DRC and SSR and DNM in Mogadishu, Somalia. The exercise carried out in November and December 2014 was conducted by interviewing respondents from various government departments, Non-government Organizations (NGOs) and United Nations agencies (UN). Both qualitative and quantitative data were collected through the use of interview schedules which aimed to answer the objectives of the study. Statistical package for Social Sciences (SPSS) was utilized in data analysis while tables and figures have been used to aid in data presentation.

In Eastern DRC, the findings confirmed that there was a dire need for SGBV training in the region. The research highlighted the need for tailor-made SGBV approach and course in Eastern DRC. The majority of the participants interviewed recommended courses that are practical and customized to the needs of the field environment. This implies that there is need for the IPSTC to improve on the SGBV course already being offered to meet specific requirements and specifically to reflect the unique situation in the Eastern DRC.

In order to meet the study objectives, TNA in Somalia focused on three main areas. These included current SSR and DNM capacity of the target organizations, SSR and DNM training gaps as well as training audience and stakeholders. The study found out that majority of the organizations had low capacity in SSR and DNM. Notable is that security sectors (mainly the Somali Police Force) had lower DNM capacity than NGOs and hence there is need to offer DNM training to this group. In terms of training gaps, majority of the organizations reported that few of their personnel had attended SSR and DNM training in the previous year. Though inadequate, the training improved the attendee's work performance. Although lack of opportunity was the primary reason for those who failed to attend the trainings, some confessed that they had not thought of DNM training. The main SSR training needs that were identified included security forces-civilian relationship, professionalism and ethics of security sector and security

sector coordination while that of DNM was a holistic understanding of the DNM concept and process. Lastly, those in management and leadership positions were recommended as the target audience for SSR training because they are the ultimate decision makers and are often involved in SSR process. Conversely, all organization personnel were recommended for DNM training since DNM applies both to work and in daily life. Organizations such as security sectors, all arms of government, CSOs, traditional and religious leaders, general public, local and international organizations including AMISOM were recommended as target groups for SSR and DNM training. The respondents stated that the trainings should be multidimensional in nature, offered by willing experts with a team of facilitators drawn from inside and outside Somalia.

This report provides detailed training needs assessment, conclusions and recommendations to the IPSTIC and similar PSO training platforms in the region. Therefore, for complete appreciation of the assessment, it is recommended that the report be read in full.

ACRONYMS

CEPID	Community Empowerment for Peace and Development
CSO	Civil Society Organization
DNM	Dialogue Negotiation and Mediation
DRC	Democratic Republic of the Congo
EASF	Eastern Africa Standby Force
EASFCOM	Eastern Africa Standby Force Coordination Mechanism
FARDC	Forces Armees de la Republique Democratique du Congo (Armed Forces of the Democratic Republic of Congo)
IPSTC	International Peace Support Training Centre
MET	Mobile Evaluation Team
MONUSCO	United Nations Stabilization Mission in the Congo
MIT	Mobile Training Teams
NGO	Non Governmental Organization
NISA	National Intelligence and Security Agency
PCDS	Parliamentary Committee on Defense and Security
PSO	Peace Support Operations
REC	Regional Economic Communities
REM	Regional Coordinating Mechanisms
SAT	Systems Approach to Training
SEA	Sexual Exploitation and Abuse
SFCG	Search for Common Ground
SGBV	Sexual and Gender Based Violence
SNA	Somali National Army

SPF	Somali Police Force
SSR	Security Sector Reform
TNA	Training Needs Assessment
ToT	Training of Trainers
UN	United Nations
UNSCR	United Nations Security Council Resolution

CHAPTER ONE

INTRODUCTION

1.1 Background to the TNA

The International Peace Support Training centre (IPSTC) as a Centre of Excellence in the Eastern Africa region is mandated to carry out capacity building in international Peace Support Operations (PSO) to military, police, other uniformed and civilian personnel from the member states of the Eastern African Standby Force Coordinating mechanism (EASFCOM) within the framework of Africa Peace and Security Architecture (APSA). In this regard, IPSTC conducts applied research, training and education of military, police and civilian personnel in all aspects of peace support operations in order to help improve the effectiveness of the international response to complex emergencies. Over the years, IPSTC has assisted in building capacity of the African Union (AU) through training personnel in close coordination with EASFCOM.

The aim of African Standby Force (ASF) training is to prepare designated military, police and civilians capabilities to conduct PSO within a multinational environment. In Eastern Africa region, the EASFCOM and the IPSTC are charged with the responsibility of ensuring PSO capacity development in the region. Member states through the Regional Economic Communities (RECs) / Regional Coordinating Mechanisms (REMs) are responsible for the training and readiness of their designated ASF capabilities.

The Democratic Republic of Congo (DRC) has experienced some of the worst conflict and humanitarian disasters in Africa. More than 5.4 million people have lost their lives. One of the glaring effects of the conflict is sexual violence perpetrated by different actors to the Congolese women. Tens of thousands of women and girls have been raped in Eastern DRC. In North Kivu alone where this research was based, it is estimated that there are 25 000 cases of sexual violence against women and children annually (UNOCHA, 2014). Sexual violence remains the biggest challenge in the peace operations environment. Training on SGBV as informed by the United Nations

Security Council Resolution (UNSCR) 1325 on women, peace and security is critical for all stakeholders and practitioners in PSO. Indeed, SGBV is now recognized, codified and prosecuted as the most serious of international crimes; war crimes, crimes against humanity and in given context crimes of genocide. The complex dynamics of SGBV; causes and effects, and perpetrators of rape should be well understood in order to draft appropriate civilian protection training curriculum for the region.

It is worth mentioning that there is a Comprehensive Strategy on Combating Sexual Violence in *DRC*, formulated by UN in collaboration with development partners and the Government of DRC and MONUC in 2009. The aim of the strategy is to create a common framework and platform for action by all actors involved in SGBV in DRC in line with UN Security Council resolution (1794) of 2007. This resolution authorises MONUC and now MONUSCO to pursue a comprehensive mission wide strategy to strengthen prevention, protection and response to sexual violence. UNSCR 1820 (2008) further affirms that prevention and protection of women from sexual violence can contribute to international peace and security. The strategy also takes note of relevant sections of UNSCR 1325 (2000) on Women, Peace and Security, 1674 (2006) on protection of civilians, 1612 (2005) on Children in Armed Conflict and other resolutions relating to the conflict in DRC. For sure, the IPSTC approach on SGBV training in DRC should of necessity follow the requirements of the aforementioned strategy in order to add value to efforts already on the ground and build synergy with organizations working against SGBV on the ground.

On the other hand, Somalia's protracted crisis constitutes one of the longest running instances of civil wars in post-colonial Africa. Over the past two decades the nature of the Somali conflict as well as the global context within which it is occurring has been constantly changing. The crisis has metamorphosed from civil war in the 1980s, through state collapse, clan factionalism, and warlordism in the 1990s, to a globalized ideological conflict in the first decade of the 21st century. This changing nature of the Somali conflict poses a number of challenges for peace-building/keeping actors. Numerous Dialogue, Negotiation and Mediation (DNM)

peace processes for Somalia have been convened by international actors but without success. Among other factors, this could be attributed to the fact that mediating conflicts in a context of a collapsed state and changing conflict dynamics creates unique negotiation problems. It could also be attributed to the fact that collapsed state implies collapsed security sector. Therefore, given the distinct nature of the Somali situation it is critical to assess and identify key issues that should be considered when offering DNM and Security Sector Reform (SSR) training in Somalia and/or to participants drawn from Somalia. The overall aim is to enhance capacity of PSO stakeholders based in Somalia.

1.2 IPSTC Vision and Mission

The Vision and Mission of the Centre are as follows:

- **Vision:** “To be an independent Eastern African research, training and education Centre in Eastern Africa that is responsive to peace operations training and education needs of the African Peace and Security Architecture.”
- **Mission:** “To conduct applied research, training and education of military, police and civilian personnel in all aspects of peace operations in order to help improve the effectiveness of the international response to complex emergencies.”

Over the years, the Centre has been collaborating with the other partners to enhance peace and security in the Republic of South Sudan and AMISOM through research, training and education. Since the training offered by the IPSTC contributes to strengthening the capability for conflict prevention and peace-building in Eastern Africa region, there is need for it to respond to the actual training gaps in countries of this region. Therefore, assessment of training needs and evaluating the linkages between training and capacity building is necessary in ensuring that the IPSTC continues to deliver training programmes that are relevant to contemporary PSO. Cognizant of the situation in Eastern DRC and Somalia, a research team from the IPSTC, EASFCOM and ISS was constituted and subsequently deployed to conduct TNA in the two regions.

1.3 Purpose of the TNA

The IPSTC conducts TNA to identify training gaps in specific countries in view of improving the delivery of training. Specifically, research conducted and training offered by the Centre aim to address knowledge gaps in PSO within the Eastern Africa region. In addition, the Centre endeavours to address complexities of contemporary UN/AU peace operations by equipping practitioners with requisite knowledge, skills and tools that cut across the broad spectrum of conflict; from prevention to post-conflict recovery. It is against this background that TNA exercise is critical to the Centre's training function in order to ensure up to date training curriculum as well as direct resources to the areas of greatest demand

In this regard and based on the previous two assessments carried out in 2013, there were many recommendations which have been factored into the conduct of the 2014 TNA. Primary issues related to the previous studies include limiting the focus of the assessment and hence SGBV, and SSR and DNM training needs assessment were recommended for Eastern DRC and Somalia respectively. This is because recommendations of previous assessments and research which were conducted in the areas of Eastern DRC and Somalia indicated there are some potential areas which should be investigated through TNA. In addition, it was identified that the conduct of the task must be either a TNA or an MET, not both, as the tasks are different and not always complementary. For this reason, TNA on the two subject courses was proposed.

To collect in-depth and relevant data, the research/TNA team was to gather and analyze as much information as possible about the respondents, their organization in terms of capacity (knowledge and skills), plans, knowledge gaps that need to be met, and recommended target audience and stakeholders for the courses. This information is expected to help tailor courses that would instil new knowledge and skills or enhance the existing capacity of the personnel.

1.4 Study Objectives

The main objective of the TNA was to establish the gap between what capacity (knowledge, skills and performance) of SGBV in Eastern DRC and DNM and SSR in Somalia is currently in place and what areas need to be met to improve the effectiveness of the courses. To achieve this, the following specific objectives were used to guide the study:

- (a) To determine the skills, knowledge, and abilities that PSO practitioners need
- (b) To identify what is required to enhance their strengths and competencies
- (c) To identify the primary training audience for the courses and best suitable training approach
- (d) To further strengthen the IPSTC's position as a regional Centre of Excellence

1.5 Expected Outcomes

The results of TNA were expected to aid the Centre set the training objectives for SGBV, SSR and DNM by answering three very basic questions: what capacity exists in the regions, what needs to be done, and why is it not being done currently? Based on the information gathered, it is more likely that an accurate identification of who needs training, what training is needed and what training approach to be adopted will be established. Such in-depth information is also required if training is to result in sustained new behaviours and practices needed to achieve high performance by individuals and organizations. In addition, lessons learned from previous assessments of training needs have provided insight into the future engagements and as such the recommended approach to narrow the scope towards a focused TNA has been adopted. This will greatly assist in determining tangible outcomes that will assist in the development of future training.

Structurally, this report is divided into four chapters. The first chapter provides the introduction which gives the background information that led

to the TNA initiative as well as the purpose of the assessment, objectives and expected outcomes. Chapter two provides methodology that the TNA adopted while chapter three outlines the findings and discussions of the TNA. The last chapter highlights the conclusions and recommendations of the TNA.

CHAPTER TWO

METHODOLOGY

2.1 Introduction

This section describes the procedures followed in conducting the TNA. These procedures not only guided the research team throughout the assessment but they are also expected to help other researchers in understanding the exercise particularly for replication purposes. The section discusses the study site and research design, population and sampling procedure, data sources and data collection methods, data analysis procedures, and challenges and opportunities encountered.

Note that Terms of Reference (TOR) for the research team, assessment techniques and specific question sets were developed by the IPSTC and formed the basis on which data was collected for subsequent analyses.

2.2 Study Site and Research Design

As earlier outlined, the current assessment was done in Eastern DRC and Somalia (Mogadishu). Given that SGBV has not only remained rampant in Eastern DRC but has also been a detrimental consequence of the crisis in the area, it seemed prudent to carry out TNA on the subject in this area. The aim was to establish why SGBV remained dominant in the area despite all the efforts channelled towards eradicating it. Based on this, the study also aimed to establish what training areas were required for the key stakeholders to effectively address the menace. With regards to Somalia, previous assessments carried out have identified numerous areas where training is required. However, DNM and SSR were identified as priority areas given that the IPSTC just completed a review of the existing curriculums and hence it was deemed important to establish the training needs to be considered when piloting the courses in Somalia.

The assessment employed both quantitative and qualitative research strategies in order to obtain rich data and a better understanding of the research problem. Quantitative strategy was mainly used to collect hard data

while qualitative strategy involved gathering of in-depth information which was used to complement data obtained through quantitative approach. The choice of these research strategies was influenced by the nature of the research questions that the assessment sought to answer. In addition, the assessment used a case study research design to bring about deeper insights and a better understanding of SGBV, and SSR and DNM training needs in Eastern DRC and Somalia respectively. The design was appropriate given that the TNA's main objective was to assess in detail training needs of the target organizations in the two regions.

2.3 Population and Sampling Procedure

The unit of analysis for this study was any organization that was involved in SGBV, and SSR and DNM in Eastern DRC and Somalia respectively in which case the available representatives or staff were the target respondents. Individuals from the targeted organizations who held high level leadership were given priority whenever they were available for the interviews, but in their absence organizations' other representatives were interviewed. The target population for the assessment comprised all organizations involved in PSO activities including government departments, UN or AU mission headquarters, and Civil Society Organizations (CSOs) among others.

In the initial proposal, the specific target population for SSR and DNM training needs assessment in Somalia included government ministries (such as Ministry of Defence, Social Affairs, Interior and National Security, Justice and Constitutional Affairs, and Immigration, among others), Civil Society organizations (such as youth and women organizations), AMISOM headquarters, members of parliamentary peace and security committee, and traditional elders among other peace and conflict stakeholders in Somalia. However, given the security challenges faced during the exercise, only a few of these stakeholders were interviewed.

The TNA exercise in Somalia used non-probability (non-random) sampling techniques. First, purposive sampling was used to identify the study site (Mogadishu) as well as the target organizations. Mogadishu was selected because it is the epicentre of government and non-government organizations

which are involved in SSR and DNM and hence the researchers had better chances of accessing the target organizations. Furthermore, only those organizations which were known to be key stakeholders in SSR and DNM were chosen for the study. Second, a referral sampling technique was used to identify the representatives of the organizations to be interviewed. A local coordinator was identified and tasked to identify representatives of the target organizations who were available and willing to participate in the interviews. This technique was considered appropriate for two main reasons:

- (a) There was no sampling frame of SSR and DNM stakeholders in Somalia and particularly operating in Mogadishu. It was therefore realized that it would be a time consuming exercise to identify the target organizations and draw a sampling frame for the study. The task to identify relevant organizations for the exercise was therefore given to a local coordinator who was more familiar with the area.
- (b) Given the security situation in Mogadishu and Somalia in general, it would have been dangerous for the researchers to conduct the TNA exercise in other areas in Mogadishu other than within the AMISOM-protected compound. The responsibility to identify the target population and bring them to interview venue was assigned to a local coordinator.

It should be noted thus that as a result of using the referral technique, the sampled respondents were unlikely to be representative of the targeted population and the findings may not be generalized to all the SSR and DNM stakeholders in Somalia.

Likewise, a purposive sampling was used to identify the study site, Goma, Eastern DRC as well as the target organizations. Due to high number of reported rape cases in Eastern DRC, it became the most suitable source of SGBV data. Goma was selected because it is the provincial capital of North Kivu region and it is the Headquarter of many notable NGOs which are involved in SGBV prevention and mitigation. Therefore the researchers had better chances of accessing the target organizations. Furthermore, only

those organizations which were known to be key stakeholders in SGBV were chosen for the study. Second, a referral sampling technique was used to identify the representatives of the organizations to be interviewed. Six members of staff of MONUSCO acted as respondents and coordinators of other respondents willing to participate in the interviews.

2.4 Data Sources and Data Collection Methods

Primary data on training needs for SSR and DNM in Somalia was collected from the identified individuals from various organizations. The individuals identified were considered key informants on the subject areas and the data was collected through interview schedules (*see annex B*). This tool contained specific questions which sought to establish the current capacity of SSR and DNM in the targeted organizations, gaps in training as well as recommended training audience and stakeholders. The initial proposal was to first carry out face-to-face interviews with each respondent after which Focus Group Discussions (FGDs) were going to be conducted with the same respondents in a group of five (5-8) people. The data from FGDs were to complement the responses from each respondent. However, a bomb explosion that occurred during the assessment exercise disrupted this plan and hence FGDs were not conducted (*see the challenges sub-section*). The interview schedules used contained both open and closed-ended questions. While the closed-ended questions had pre-coded responses, open-ended questions enabled the respondents to give as much information as possible. Prior to the interviews, the TNA team went through each and every question to ascertain that the responses provided will help in answering the research questions. The interviews were basically carried out in English but in most instances they were translated into Somali with the help of a local translator. The researchers did the actual interviewing and recording of responses as the interviews progressed. Each interview took an average of one hour to complete. Overall, all the respondents were cooperative and some gave additional information on the subject areas. Unfortunately, due to the bomb explosion the researchers were able to interview only five (5) out of twenty four (24) respondents who were willing to participate in the exercise. Nevertheless, the translator was tasked to carry out more interviews and eventually a total of nine (9) respondents were interviewed

for this study.

On the other hand, data for the SGBV assessment in DRC was gathered using a combination of methods including document review, FGDs, and Key Informant Interviews (KII) with individuals and groups. Emails with interview questions were sent earlier to pre-selected key personnel seeking their participation in the exercise. Subsequently, the TNA team made appointments and travelled to Goma to interview various key personnel of MONUSCO, CSOs and alumni of IPSTC training. The interview schedule for Eastern DRC is contained in Annex A. As shown by the interview schedule, the specific questions and guided discussions were based on the objectives of the assessment. All interviews were conducted on a face-face to basis. The interviews lasted between one and two hours. The objectives of the assessments were used as the basis for structuring the interview questions and discussions and analyzing training effectiveness.

2.5 Data Analysis Procedure

Given the diversity of data collected, SSR and DNM assessment used both quantitative and qualitative methods of data analysis. During the field work, the respondents' notes were reviewed to verify that relevant information was recorded. Since the closed-ended questions in the interview schedule were pre-coded, the researcher only had to code the open-ended questions in preparation for data entry. Once coding was complete, the data was entered into Statistical Package for Social Sciences (SPSS) for analysis. The first stage of the analysis involved generating descriptive statistics including percentages and frequencies based on the requirements of the TNA objectives. Qualitative data from the respondents was used to expound on some of the quantitative components in the study. Tables and figures developed through SPSS and Microsoft Excel were used to present the TNA findings.

In regards to SGBV assessment, frequency and percentage of similar responses was calculated and coded. Using qualitative approach, the exact weight, meaning and significance of responses was weighed and determined. Specifically, the assessment of SGBV training needs entailed determining

participants' general feeling about what is required in specific organizations, sectors and country as well as how training provided by IPSTC has impacted on their performance. The study also analyzed the final results of the training and how the learning impacted on the participant's work environment.

2.6 Challenges Encountered and Opportunities

Several problems were encountered during the TNA exercise in Somalia which affected the response rate. First, the security situation curtailed the researchers from conducting the assessment in other areas in Mogadishu other than within the AMISOM-protected compound. However, although plans were made to conduct all the interviews within SKA-Mogadishu (a venue within the AMISOM protected area), a bomb explosion which occurred on the day and time that the assessment was supposed to commence disrupted all the plans made. Out of the 24 respondents who were to participate in the exercise, only 5 of them managed to get into the venue before the explosion occurred. A tight security that was put in place following the explosion shut out all the other respondents from accessing the venue for the days the TNA team was in Mogadishu.

Second, the security situation in Mogadishu was already tense and volatile when the TNA team arrived in Mogadishu. Apparently there was a motion in parliament of a vote of no confidence in the Prime Minister. Consequently this led to closure of all access roads within Mogadishu. Nevertheless, the local coordinators, the respondents and the TNA team were willing to continue with the exercise despite this volatility.

Third, given the fragile state of security in Somalia it is vital to have alternative plans prior to any exercise. Despite not interviewing all the targeted respondents the TNA team had to return to Nairobi within the scheduled time frame because of budgetary implications. It is important for the IPSTC to put in place a miscellaneous budget in consideration of such situations. For instance, the team should have had the option to abort the exercise and return at a later date when the security situation has normalized. This would ensure that at the end the Centre meets the overall

goal of the exercise.

Despite these challenges the good relationship that IPSTC has with the Somalia Police Force (SPF) and other Somali nationals was an opportunity the centre utilized to its advantage. For instance notwithstanding the stringent accessibility rules to the AMISOM compound, the SPF aided and enabled access of the five (5) respondents into the interview venue. In addition, the Somali translator accepted to interview some of the other respondents who were unable to access the venue. He later transcribed and sent the responses to the TNA team in Nairobi.

Similarly, the SGBV assessment in Eastern DRC encountered a number of challenges which affected the timely commence of the field visit and data collection exercise. Some of the proposed team members could not get permission from their countries to travel to DRC (and some to Somalia). This resulted in the delay and subsequent rush in planning the field visits which adversely affected the availability of key informants during the field interviews. As such planning and working meetings could not take place as anticipated. Another factor that constrained the visit is that very few of those requested responded on time; this however could be understood due to insufficient lead time provided by assessment team for the organizations to respond.

In spite of the challenges encountered during the SGBV assessment, MONUSCO staff and other key facilitators did their best to bring respondents who contributed to the success of the field visits. Particularly, MONUSCO provided most of the respondents in Eastern DRC (80%). Lastly, similar studies conducted by UNHCR and Human Rights Watch in Eastern DRC also confirmed the findings of this research and hence added to the validity of this report.

CHAPTER THREE

FINDINGS AND DISCUSSIONS

3.1 Introduction

This chapter presents the findings and discussions of TNA for SGBV in Eastern DRC and SSR and DNM in Somalia as per the objectives outlined in chapter one. The chapter starts with the TNA findings for SGBV and ends with those of SSR and DNM. Where appropriate, tables and figures have been used to illustrate the findings and assist in analysis.

3.2 TNA for SGBV in Eastern DRC

❖ General Overview of SGBV in Eastern DRC

The general feeling in the field is that SGBV is a major social problem in the region and it has had severe negative impact on social cohesion and respect for women. Majority of the respondents (75%) felt that there are no organizations providing systematic SGBV training in Eastern DRC. About 50% of the respondents traced emergence of sexual violence in the region to 1994 with the arrival of Rwandan refugees in Congo and was amplified by the presence of armed groups. Nearly 40% of respondents reported that some members of the FARDC have also been accused of committing sexual violence crimes. Rape happens in small towns and villages especially during conflict situations. It also happens when women are looking for water and firewood. Some respondents felt that there was reduction of SGBV cases after the end of the M-23 conflict and actors' intervention (40%). About 35% of respondents confirmed that SGBV was a regular phenomenon at the work place in towns such as (Goma). One respondent reported:

“I know of a case of a neighbour's child aged 2 who was raped by a 19 year old. Lack of moral values has resulted into breakdown of social norms.” Goma Resident

People have been rendered vulnerable by conflict. Around 50% of

respondents felt that SGBV was perpetrated more by armed rebel groups while 20% of respondents felt that sometimes unarmed youth in towns and rural areas were also engaged in sexual violence. It was reported that SGBV training was offered in Goma but not targeted to the perpetrators. Close to 55% of respondents were of the view that the number of women who had undergone SGBV in the region was usually underestimated because many cases were unreported for fear of societal stigmatization. Half (50%) of respondents felt that SGBV was used as a weapon during war or conflict among communities. Some respondents (30%) felt that the psychological trauma, stress and disease transmission associated with SGBV had such a huge impact on victims and required specialized stress management training and support.

❖ **Causes of SGBV in Eastern DRC**

Based on the findings, causes of SGBV in DRC could be divided into three broad sectors:

- (a) Economic causes – These are factors that make women vulnerable to sexual exploitation and abuse due to their economic needs. The government of DRC through parliament drafted a legislation in 2006 that identified 16 crimes of SGBV and sexual slavery.
- (b) Political causes- They are associated with the long running conflict in the region combined with competition for resources and armed rebellions such as M-23 and Alliance for Democratic Forces (ADF), have impacted heavily on SGBV. Prolonged conflict in the region disrupted social structures that came with displacement and crowding in IDP camps; that make people vulnerable to those with bad and selfish intents to satisfy personal urges and desires.
- (c) Social causes - In such conflict environment the family unit is broken and places family members in vulnerable cultural beliefs system, that act in favour of SGBV and the family is also rendered susceptible to domestic violence.

About half (45%) of the respondents mentioned lack of political will to

tackle the problem comprehensively. The cultural causes are manifested in the loosening of moral code that held societies together and perpetuation of some cultural practices that have a bearing on SGBV. Over half (60%) of the respondents associated the emergence of SGBV with loss of moral values. A small percentage (20%) of the respondents were of the view that a few people are driven into SGBV by drug abuse (bhang/opium and alcohol). Close to 60% of respondents associated spread of SGBV to general rise in insecurity in the region over the last 20 years that resulted into breakdown of law and order. There are several motivations for organized armed groups' engagement in SGBV: to attract public attention, some want to sabotage government activities and disrespect for women. A number of respondents (40%) maintained that during inter-communal conflict SGBV is used as a humiliation tool against another community and that cultural practices such as forced marriage also exacerbate SGBV.

“The presence of armed groups in the area, incessant wars that have made people run away from their villages and poverty increases the rate of SGBV.” Patient Tabia Musemakweli, Goma, Eastern DRC

Slightly over half (55%) of the respondents associated SGBV with lack of access to justice for the victims, traumatic experiences and impunity of perpetrators. About 50% of respondents associated SGBV with sexual harassment within the work place or when women are looking for employment (more than 60% of the cases in urban areas). Sources of income and employment are limited in North Kivu. Only 20% of respondents said that women who engage in hawking products for sale from one place to another are also vulnerable.

About 10% of women who have experienced SGBV may have been ignorant of certain hot spots in specific regions, where local women avoid certain areas associated with drug abusers. About (30%) of respondents associated SGBV with laxity of police in apprehending offenders or sustaining convictions. Lack of deterrence encourages perpetrators to continue with SGBV. Some respondents (49%) reported that social consideration of

women (some cultures allow negative practices against women, such as forced marriage and certain aspects of pornography) also contributed to sexual violence against women.

Some respondents (30%) felt that most people had not been sensitized against SGBV. There is not enough awareness on the consequences of SGBV. The need for prosecutors to prove guilt of perpetrators beyond reasonable doubt required by the law places victims at a disadvantage due to lack of supportive social and legal structures. A few respondents (20%) felt that there was no effective justice system whereby weakness in justice system favours the perpetrators. Perpetrators easily get off the hook due to laxity or connivance of the prosecution.

❖ SGBV Perpetrators

The respondents identified perpetrators of SGBV in Eastern DRC as shown in Table 3.1. Note that some respondents gave multiple responses resulting to a total response of more than 100 percent.

Table 3.1: Perpetrators of SGBV in Eastern DRC

Perpetrators	Percentage (%)
Armed groups	50%
Unarmed youth	20%
Employers	40%
Street children and Teachers	30%
DRC military, FARDC	40%
Police	15%
Total	195

Source: Survey Data (2014)

❖ Organizations Working against SGBV

There are a number of actors involved in SGBV in the region such as the UN, MONUC/MONUSCO, government of DRC, Search for Common Ground (SFCG), Hope in Action, Heal Africa, Mercy Corps, UNHCR and Red Cross.

❖ Strategies of SGBV Prevention and Mitigation Mechanisms

In collaboration with the government of DRC, a number of international organizations spearheaded by UN through MONUC adapted a strategy for responding to SGBV in 2009. The strategy dubbed ‘Comprehensive Strategy on Combating Sexual Violence in the DRC’ provided a common framework for organizations working towards prevention and management of SGBV. According to 20% of the respondents this strategy has five components/thematic approaches; fight against impunity of perpetrators, protection and prevention, security sector reforms, assistance for victims of sexual violence, data collection and mapping (using credible data drawn from well known institutions), multi-sectoral assistance (medical assistance, community reintegration and provision of psycho-social support). MONUSCO helped the Government to implement the strategy. From this approach some tools and strategies on fund raising and emergency response have been developed. Regular assessment of the strategy, follow up and advocacy are also done. An action plan was also adapted and funding secured to roll out implementation of the strategy. However five years later, though the intervention registered some improvements, the problem persists.

Respondents (60%) maintained that SGBV is controlled through sensitization campaigns, seminars, monitoring, reporting, investigations and oversight of police and judicial handling of SGBV cases. The government established a special police unit, *Police Special de Protection de l’fant et Famille* (PSPEF) for the protection of children and families in the Kivus. Stiff penalties were put in place through legislation, new and improved correctional services, rape perpetrators are jailed for between 5 and 15 years. Half of the respondents (50%) said that the main preventive mechanism is law enforcement where perpetrators are taken through the justice system and jailed. Notwithstanding its significance, the judicial system was also reported as weak and lacking the appropriate support mechanisms. There are advocacy programmes in place to sensitise the potential perpetrators. However the conflict environment within which the vice thrives needs to be addressed. Police and NGOs have policies and programs for dealing with SGBV. SFCG use mobile cinema for mass sensitization whereby key messages against SGBV are sent to local radio (how to report, who, what, when, how), using local languages and

Swahili. SFCG trains police and armed forces on SGBV, sensitization on human rights and legal protection mechanisms. They are also trained to monitor, investigate, report and prosecute. One respondent said:

“In prevention strategy, SFCG doesn’t see just the victim but the perpetrators and focus sensitization on them too. We focus on rebel sensitization on other ways of speaking to the government rather than using rape as an attention calling tool.” SFCG, Goma, DRC

At SFCG there are units that deal with SGBV, training of military and civilians. The organization also works for prosecution of offenders and assisting the victims with medical care. There are also strategies for fighting against impunity, protection of victims, and conducting awareness campaigns among the population. On the other hand, 30% of the respondents reported that Hope in Action and UNHCR are leading protection and prevention component of the general strategy. The success of the Government’s SGBV prevention initiatives depend on the work of NGOs.

Some organizations also promote dialogue, negotiation and mediation among leaders and the population to reduce inter-community conflicts (ICRC, Hope in Action, Action for Reconstruction and Stabilization-ARS). Heal Africa’s contribution is highly skewed towards mitigation rather than prevention. However, Heal Africa takes care of victims, provides counselling services and generally takes care of the several complications arising out of SGBV including treatment of STDs, trauma healing using arts to facilitate rehabilitation of the victims. The organization also helps victims to access the justice system through legal assistance. They also undertake sensitization and advocacy.

❖ **Reasons Why SGBV Persists Despite Government and Development Partners Intervention**

About 60% of respondents identified stigmatization as one of the most difficult obstacles for addressing SGBV in Eastern DRC. Women who

are raped fear being rejected by their husbands and looked down upon by their communities. Majority of respondents (65%) associated impunity of offenders to escalation of SGBV. They felt that there was no fear of punishment for SGBV crimes because the perpetrators are hardly brought to book. Victims and police are vulnerable to being corrupted by offenders. Government speaks about protection of women and girls but this commitment is not seen in action. There are still local and foreign armed groups with grievances against the government such as Mai Mai, *Forces Democratiques de liberation du Rwanda* (FDLR) from Rwanda and Alliance Democratic Forces (ADF) from Uganda. These militias do not respect rule of law and human rights of Congolese citizens.

There is fear of reporting some cases to the police due to perpetrators retaliation against those who report. About half (49%) of the respondents said that the justice system is not efficient due to corruption, poor prosecution from the police and lack of legal support for victims. One respondent argued:

“Information gathering and evidence documentation requires specialized knowledge for SGBV case to stand the rigors of a court system. Legal medicine is a specialized area that no doctor has been trained in and most doctors have expressed a need for such training to improve their impact.” Respondent

Respondents also identified some NGOs such as ABA Rule of Law, American Baron which made good contributions towards this end, but their work is no longer visible. They used to pay for lawyers to support prosecution of offenders. However the project seemed to have lacked effective sustainability strategy. There are no Congolese organizations that were empowered to continue the good work of these organizations.

Some respondents (20%) felt that sometimes the problem of sexual violence in the DRC is exaggerated by enterprising NGOs who want to capitalize on the negative reputation of rape in the Eastern DRC. Sometimes these organizations do not target the right groups that can bring about change

such as perpetrators and victims; rather they address those who do not commit crimes of sexual violence.

❖ Nature of Training Required for SGBV Prevention and Management

Close to 30% of the respondents argued that the SGBV training provided should provide skills of evaluation of project implementation to gauge success of intervention. Some respondents (35%) also expressed need for advocacy skills to enable local NGOs to pass on information to the grass roots while 55% said the police require training on handling offenders, collection and preservation of evidence and inculcation of moral values and integrity. About 50% of the respondents further called for follow up mechanism for victims which can be provided by NGOs and international development partners. People will learn from the punishment of offenders and police will work better when they know their accountability is monitored.

Over half of the respondents (55%) expressed the need for a module on counselling and psychosocial support training directed at representatives of Women groups, Community Based Organizations (CBO), police in the lower cadre, private sector, NGOs, local associations, men and youth. There was also emphasis on the need to change strategies from a reactive to preventive approach. About 45% of the respondents recommended the development of training materials on skills and tools for protection, prevention and behaviour change in community.

Half of the respondents (50%) expressed the need for specific modules of SGBV such as; Human Rights, International Humanitarian Law (IHL), gender mainstreaming in leadership structures, interface between culture and SGBV and interface between SGBV and STD. They also expressed a need for integrated training on conflict resolution and SGBV. Capacity should be built for transmission of SGBV knowledge to the grass roots (advocacy skills).

SFCG presented a number of recommendations on major areas that training should focus on:

- Management of Victims – For doctors and nurses
- Prevention and advocacy training
- Legal Medicine, psychosocial training

They emphasized that the main area that requires training is handling of victims and the collection, documentation and preservation of evidence to facilitate effective prosecution of the cases. Training in SGBV itself is also widely required within SFCG and other organizations. About 30% of respondents expressed interests in learning SGBV using the French language or being provided with translation facilities.

❖ **High Profile Organizations working against SGBV**

There are a number of organizations whose contribution to the work of SGBV in Eastern DRC merit special attention.

❖ **SFCG Initiatives against SGBV**

Search for Common Ground (SFCG) maintained that most of the staff have not received training on SGBV. SFCG focuses on legal basis of dealing with SGBV, counselling, sensitization for community or perpetrators, education about the impact and consequences of SGBV, positive moral values (perceptions of manhood), role models, examination of traditional medicine men and their effects on SGBV, conducts advocacy against stigmatization and sensitizes doctors to understand how to handle rape victims.

❖ **MONUSCO's Contribution against SGBV**

MONUSCO trains and creates awareness within the members of staff and external partners on international treaties and laws having to do with human rights and protection of women and girls. MONUSCO also engages with sensitization of policy and decision makers such as senior

government officers and leaders of local and international organizations. The organization also provide recommendations on measures to deal with SGBV, investigation and oversight of policy and projects implementation, advocacy for strengthening police services, reduction of corruption and provides materials such as motor bikes.

Some respondents (30%) felt that MONUSCO's performance in SGBV was poor. There was visible protection of women against violence before the coming of MONUSCO in Eastern DRC. One respondent stated:

"There used to be an organization (REJUSCO) supported by USAID that used to investigate and make follow up of rape cases. There were strict legal measures and oversight to protect victims. REJUSCO closed operations about three (3) years ago for unexplained reasons." Respondent

MONUSCO has a unit on gender that deals with sexual exploitation and abuse and also trains on International Humanitarian Law (IHL). The Human Rights and Civil Affairs departments also contribute to SGBV prevention and mitigation.

❖ Organizations Providing SGBV Training

- ICRC, Action for Reconstruction and Stabilization (ARS) provides general training on environment, social education and civic education where SGBV may be a small topic
- MONUSCO – Has an Integrated Mission Training Center. There are focal points dealing with specific issues such as SGBV.
- International Medical Corps, UNFPA, Heal Africa, Hope in Action, Free the Slave campaigns against sexual slavery.
- Health Africa Hospital, MSF, Catholic Church, EUPOL, International Humanitarian NGOs
- Action Aid provides training to their staff only.

It was noted that there is no group or NGO specifically undertaking SGBV training in the area, and for most respondents this was their first time to

hear of IPSTC. Nevertheless, according to Rekha Kasienene, alumni of IPSTC DNM course in 2009:

“This training was helpful and I have used the techniques I learned at IPSTC in conflict resolution. IPSTC should train on SGBV and Protection of Civilians and Conflict resolution in Eastern DRC.”

❖ Training Audience

About 50% of the respondents expressed need for categorization of SGBV training target groups such as:

- (a) Supervisors/top leaders of military, police, companies, group leaders
- (b) Leaders of local associations, local NGOs, CBOs
- (c) Training of Trainers (ToT) - Target people who have the highest capacity for onward transmission.

A number of groups were prioritized for training due to the significant role they play in prosecution of SGBV cases and protection of women (Police), local actors such as men, women and youth who can reach the target with cultural knowledge and language that the population can understand, doctors and teachers who are entrusted with the care of girls and victims of SGBV, among others.

- Nearly 60% of the respondents expressed that priority target for SGBV training should be police officers who can transmit knowledge and skills to police in the lower cadres, leaders of NGO, CBO such as *Umoja wa Wa Mama wa Kivu*, Local Associations, Civil society and network leaders. Majority of people are not well educated in SGBV and therefore capacity is low (less than 10%).
- Military personnel (FARDC, MONUSCO), police and church leaders, civilian and military working in social and human rights departments in government, international organizations
- Judicial officers

- UN personnel and those who are engaged in conflict management need training
- Doctors and Nurses who manage victims
- Peace workers/peace building and conflict resolution experts
- Students, Employees, Private sector, Government workers
- Street children, youth, men and women

Most of the doctors and social workers have not undergone any SGBV training and are mainly working through experience and peer education. However some have taken some helpful courses such as counselling and post trauma rehabilitation that assists in the management and mitigation.

❖ SGBV Training Needs Analysis: Summary

Based on positive comments received from a few alumni, those who have not attended training at IPSTC expressed their desire to attend similar training to equip them with skills to effectively undertake responsibilities. A significant number of respondents (50%) held that practical rather than theory based training methods would offer better solutions that can be translated into action. Table 3.2 gives a summary of SGBV training needs analysis in Eastern DRC.

Table 3.2: Matrix of SGBV Analysis in Eastern DRC

Thematic area	Responses	Percentage of Respondents	Comments
General overview of SGBV	No organizations providing systematic SGBV training in eastern DRC	75%	There is felt need for SGBV training. MONUSCO has capacity and outreach that can leverage SGBV training output
	Reduction of SGBV cases after the end of the M-23 conflict and actors' intervention.	40%	
	SGBV is a regular phenomenon at the work place in towns such as (Goma)	35%	
	SGBV is used as a weapon during war or conflict among communities	50%	

Causes of SGBV	Lack of access to justice for the victims, traumatic experiences and impunity of perpetrators Loss of moral values	55%	The SGBV training should have units on a) Access to justice b) Post Traumatic Stress Disorder (PTSD) c) Healing SGBV victims d) Drugs and Substance abuse e) International treaties, laws, human rights and IHL implication for SGBV f) SSR for Protection of Women and Girls g) Culture and SGBV
	Drug abuse (bhang and alcohol)	60%	
	General rise in insecurity in the region	20%	
	Unemployment and harassment at the work place	60%	
	Laxity of police in apprehending offenders or sustaining convictions	50%	
	Negative cultural practices/ Forced marriage	30%	
		49%	
Strategies of SGBV Prevention Mechanisms	Sensitization campaigns, seminars, monitoring, reporting, investigations and oversight of police and judicial handling of SGBV cases	60%	The SGBV training should also encompass Advocacy/ communication skills for SGBV Security sector oversight mechanisms Documentation, reporting and monitoring of SGBV cases Psychosocial support and reintegration Medical care and treatment of SGBV Dialogue Negotiation and Mediation
	MONUC 2009 Strategy - Five components/thematic approaches; fight against impunity of perpetrators, protection and prevention, security sector reforms, assistance for victims of sexual violence, data collection and mapping, multi-sectoral assistance, reintegration and provision of psycho-social support.	20%	
	Law enforcement Dialogue Negotiation and mediation Mitigation	50%	

Reasons for SGBV Prevalence	Stigmatization Impunity of offenders and lack of conviction Inefficient justice system, corruption, poor prosecution from the police and lack of legal support for victims	60% 65% 49%	Training of law enforcers on SGBV prevention and management. Encourage practitioners from various organizations to create awareness on SGBV management and the significance of reporting menace.
Nature of Training Required for SGBV Prevention and Management	Integrity, moral values and provide skills of evaluation of project implementation Advocacy skills Handling offenders, collection and preservation of evidence (Police), Cultural/moral values/integrity Nature and level of SGBV Module on counselling and psychosocial support Module on Human rights, International Humanitarian Law (IHL), mainstreaming gender in leadership structures, interface between culture and SGBV and interface between SGBV and STD	30% 35% 55% 55% 50%	Recommendations given in the previous sections apply
Those who Require Training	Police officers - lower cadres, NGO, CBO Local Associations, Civil society and network leaders Military personnel (FARDC, MONUSCO), leaders of armed groups Judicial officers, Judicial officers Doctors and Nurses who manage victims Students, Employees, Private sector, Government workers Street children, youth, men and women	60%	These are targets that can be reached through tailor made training packages meant to reach all or some of the target groups

Note: Some respondents gave multiple responses resulting to a total response of more than 100 percent.

3.3 TNA for SSR and DNM in Somalia

In order to gain in-depth and relevant information as well as to meet the study objectives, the SSR and DNM training needs assessment focused on four main areas. These included the respondent's background information, current capacity of SSR and DNM in the target organizations, SSR and DNM training needs as well as training audience and stakeholders.

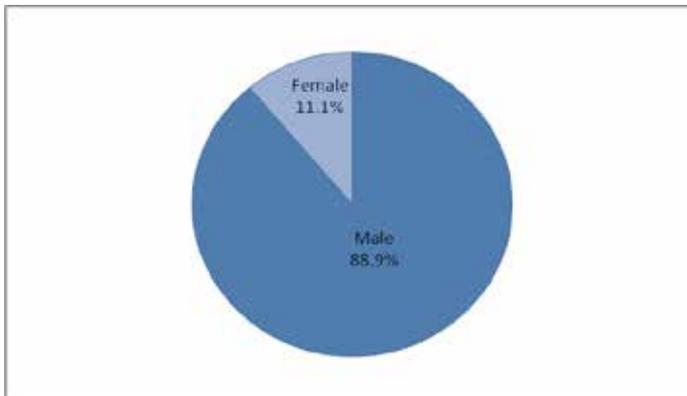
❖ Respondent's Background Information

The characteristics of the respondents that were investigated included their name, sex, name of the organization and respondent's position in the organization. The primary ones are discussed below.

Sex

As shown in Figure 3.1, out of the nine respondents, 88.9% were male while 11.1% were female. This shows that male respondents were more than female and this was due to the insecurity situation in Mogadishu which as explained earlier prevented many respondents especially women from accessing the interview venue. It should be noted that the 11.1%, which represents one female respondent, was interviewed at her place of work by our local contact in Mogadishu.

Figure 3.1: Sex of the Respondents



Source: Survey Data (2014)

Position of the Respondent in the Organization

The initial target organizations for the assessment were institutions/organizations in Somalia involved in PSO related disciplines such as government departments and ministries, international and local civil society organizations, security sectors and AU mission headquarters in Mogadishu. However, given the time and security constraints the researchers were not able to interview all the target organizations. The ones interviewed included Somali Police Force, NISA, Parliamentary Committee on Defence and Security (PCDS), local NGOs (youth and women organizations). It should be noted that the kind of response that an interviewee gives is often determined by the position he/she occupies in an organization. As a result, the study sought to find out the position of the respondent in the organization. Over a quarter of the respondents(33.3%) were NGO representatives, 22.2% were Somali police investigators while NISA advisor, PCDS advisor, peace and security consultant and deputy police commander (airport unit) were each represented by 11.1% of the respondents. Table 3.3 shows the distribution of the respondents in terms of the positions they occupy in the organization.

Table 3.3: Respondent’s Position in the Organization

	Frequency	Percent (%)
Police Investigator	2	22.2
Peace and Security Consultant	1	11.1
NISA Advisor	1	11.1
PCDS Advisor	1	11.1
Deputy Police commander (airport section)	1	11.1
NGO Representative	3	33.3
Total	9	100.0

Source: Survey Data (2014)

❖ Current SSR and DNM Capacity in the Organization

Before attempting to understand the training needs of an organization, it is critical to first establish their present capacity. The study sought to

achieve this by determining the current SSR and DNM capacity of the target organizations by identifying ways in which they contributed to SSR and DNM, SSR and DNM plans that they had in place, and whether they had the required SSR and DNM knowledge and skills.

Eight out of the nine respondents answered the question on organization's contribution to SSR. As shown in Table 3.4, 37.5% stated that they contribute to SSR by formulating and implementing security reforms while those who stated that they advocate for improved security reforms and build capacity on adoption of effective security reforms were each represented by 25.0% of the respondents. Only 12.5% said that they assess the implementation process of security reforms. Given the ways through which they contribute to SSR, it implies that all the organizations were potential candidates for SSR training.

Table 3.4: Contributions to SSR

	Frequency	Percent (%)
Formulate and implement security reforms	3	37.5
Advocate for improved security reforms	2	25.0
Build capacity on adoption of effective security reforms	2	25.0
Assess the implementation process of Security reforms	1	12.5
Total	8	100.0

Source: Survey Data (2014)

To be specific, when asked about the organization's SSR plans that were in place, the police investigators outlined that they were looking for better ways of ensuring improved intelligence gathering and protection of civilian population who provided such information. The NGOs stated that they were planning to conduct more grassroots advocacy and training especially on ensuring professional and effective security sector. Lastly, PCDS said they were formulating a national security strategic plan that was expected to

guide SSR process in Somalia. When asked whether the organization had the required SSR capacity (knowledge and skills), all nine respondents claimed they had the capacity though inadequate. For instance, one respondent stated:

“We have a small SSR capacity. So far, a few of our personnel have been trained on SSR or related courses, although insufficiently.”
(Respondent6, 3rd December, 2014)

These findings suggest that there is need for enhanced, sufficient and quality SSR training for all the personnel in each of the organizations.

With regard to organization’s contribution to DNM, only seven out of nine respondents answered the question. As illustrated in Table 3.5, over half of the respondents (57.1%) stated that they carry out public sensitization on the use of DNM in conflict management, 28.6% argued that they employ DNM when solving conflicts between warring parties while 14.3% said that they use DNM when gaining entry into and trust from the local communities.

Table 3.5: Contributions to DNM

	Frequency	Percent (%)
Public sensitization on the use of DNM in conflict management	4	57.1
Employ DNM when solving conflicts between warring parties	1	14.3
Utilize DNM when gaining entry into and trust from the community	2	28.6
Total	7	100.0

Source: Survey Data (2014)

In addition, when asked about DNM plans that they had in place, NGOs said they were planning to further decongest the courts by encouraging the use of DNM as a primary conflict resolution mechanism. They were also

planning to sensitize the public on the importance of dialogue, forgiveness and healing in reconciliation process. Police investigators in particular stated that they were developing efficient ways of approaching and communicating with the civilian population especially in sharing security information. NISA on the other hand outlined that they were learning how to negotiate more effectively with members of militia groups so as to convince them to defect from illegal activities. Furthermore, they were dialoguing with the concerned government departments and the public on how best to rehabilitate and integrate ex-militia members into the society.

When asked whether the organization had the required capacity (knowledge and skills) to effectively carry out DNM in Somalia, 42.9% said they had low capacity while 28.6% indicated that they had good capacity. Those who stated that they had average and no capacity at all were each represented by 14.3% of the respondents. To understand this further, a cross tabulation was done between DNM capacity and the targeted organizations. As indicated in Table 3.6, NGOs had good DNM capacity, NISA had average, PCDS and police investigators had low, and airport police had none. One of the NGO representatives argued that:

“Most NGOs in our country advocate for the use of DNM in conflict resolution. In fact, DNM has been seen as a preserve of civil society organizations and only a few security sectors have sent their personnel to DNM trainings...this being the case, there is need to raise awareness among uniformed personnel on the importance of DNM.” (Respondent4, 3rd December, 2014)

This data concludes that although all the organizations require DNM training, the priority should go to security sector including the police departments, PCDS and NISA.

Table 3.6: Organization by required DNM Knowledge and Skills (Capacity)

Organization	Required DNM Capacity				Total
	Good	Average	Low	None	
Police (Investigation Unit)	0	0	2	0	2
NISA	0	1	0	0	1
NGO	2	0	0	0	2
PCDS	0	0	1	0	1
Police (Airport Unit)	0	0	0	1	1
Total	2	1	3	1	7

Source: Survey Data (2014)

❖ SSR and DNM Training Needs

Having established the SSR and DNM capacity, the study further sought to identify the training gaps/needs of the organizations. This was done by examining whether any personnel had attended SSR and DNM training in the previous year, relevance of SSR and DNM training in organization, existing SSR and DNM knowledge needs and recommended approaches of meeting the needs. Over half of the respondents (66.7%) indicated that few of their personnel had attended SSR training in the last one year while 33.3% said that their personnel had not. AU and UN affiliated organizations were identified as some of the providers of SSR training attended by the personnel. According to the respondents, though inadequate, the training strengthened the existing SSR capacity of the organizations and as a result improved the attendees’ job performance. Respondents who stated that none of their personnel had attended SSR training in the last one year, stated lack of opportunity as the main reason for their non-attendance.

In terms of relevance of SSR training, all the respondents observed that the training was relevant to their organizations. As shown in Table 3.7, they further gave reasons why SSR training was relevant. About 66.7% reported that the training could instil new and improve the existing SSR knowledge and skills. The fact that SSR training could help the organizations formulate and implement better SSR, strengthen the capacity and participation of women in security sector, develop effective legislations that guide SSR processes were each stated by 11.1% of the respondents. Upon probing

further, the respondents explained that the SSR knowledge and skills that could be instilled included how to enhance better relationships between security forces and civilian population as well as how security forces can behave more professionally in their line of duty. They also stated that the training could impart knowledge and skills on how to translate reforms formulated into action for successful stabilization of Somalia. Lastly, it was reported that the training could help institutions understand their roles and how they can coordinate with other stakeholders for the betterment of the society.

Table 3.7: Relevance of SSR Training to the Organization

	Frequency	Percent (%)
Instil new and improve existing SSR knowledge and skills	6	66.7
Formulate and implement better SSR	1	11.1
Strengthen the capacity and participation of women in security sector	1	11.1
Develop effective legislations that guide SSR processes	1	11.1
Total	9	100.0

Source: Survey Data (2014)

The study further sought to identify the particular knowledge needs of the organizations. There were multiple responses for this question as shown in Table 3.8. About 55.6% of the respondents stated that there was need for training on security forces-civilian relationship while professionalism and ethics of security sector and security forces coordination was each indicated by 44.4% of the respondents. Only 33.3% of the respondents said that training on successful rehabilitation of ex-militia serving in SPF was required. Understanding and harmonization of SSR concept, integration of Somali culture and traditions into SSR, and gender mainstreaming in SSR were each stated by 22.2% of the respondents. Lastly, investigation and timely prevention of crime as well as security-judiciary sector relationship were each stated by 11.1% of the respondents. Those who mentioned the coordination of security forces argued that there was need to understand clearly the roles, mandate and responsibilities of each security force throughout the formulation and implementation of reforms and how they can team-up for better results. However, majority of the respondents

highlighted security forces-civilian relationship and understanding of SSR concept in Somali context as priority training areas.

Table 3.8: Knowledge Needs of the Organizations

	Crime Investigation and timely prevention		Rehabilitation of ex-militia serving in SPF		Security forces-civilian relationship		Security-judiciary sector relationship		Professionalism and ethics of security sector		Security forces coordination		Understanding and harmonization of SSR concept		Integration of Somali culture and traditions into SSR		Gender mainstreaming in SSR	
Yes	1	11.1%	3	33.3%	5	55.6%	1	11.1%	4	44.4%	4	44.4%	2	22.2%	2	22.2%	2	22.2%
No	8	88.9%	6	66.7%	4	44.4%	8	88.9%	5	55.6%	5	55.6%	7	77.8%	7	77.8%	7	77.8%
Total	9	100.0%	9	100.0%	9	100.0%	9	100.0%	9	100.0%	9	100.0%	9	100.0%	9	100.0%	9	100.0%

Source: Survey Data (2014)

In terms of DNM, 75.0% of the respondents stated that their personnel attended DNM training in the last one year while 25.0% said their personnel had not. All those who had attended, received the training during the IPSTC workshop held in Mogadishu in August, 2014. Most of the training attendees gave various ways in which the training was effective. Some argued that it improved their work performance while others argued that it helped them communicate and interact better with people in their daily life. Others stated that it helped them to successfully mediate in clan conflicts while others said that it helped them to train others in the community. Those whose personnel had not attended DNM training stated lack of opportunity as the main reason, while others confessed that they had never thought about DNM training. Interestingly, one respondent stated that they had no time for DNM because they had bigger problems; he stated that:

“No one thinks about DNM training in our organization. We have bigger problems of insecurity and instability in our country. It is only when we stabilize that we shall start thinking about DNM.” (Respondent2, 3rd December, 2014)

From this statement, it is clear that the respondent fails to understand that DNM is a proven and effective conflict resolution mechanism that has and is often utilized to bring peace and stability in the society. With regards to its relevance, all respondents acknowledged that DNM training was relevant to their organizations. For example, the police stated that DNM training was important so as to gain knowledge on how to approach and communicate

with civilian populations to ensure better coordination with regards to security matters. Other respondents argued that the training was useful to advance the existing knowledge base especially in understanding the DNM process and its significance in conflict management. This confirms what one respondent said:

“DNM training will encourage people to engage in dialogue whenever there is a disagreement or conflict without having to go through the long and costly judicial process.” (Respondent9, 16th December, 2014)

In addition, the study sought to identify specific DNM knowledge needs of the organizations. Two main knowledge and training gaps were identified by the respondents. Over three quarters (87.5%) of the respondents stated that there was need to train on the whole DNM concept and process because there was a general lack of knowledge in the organizations. For example, it was stated that there was need to understand how to utilize DNM to build a trustworthy and strong relationship between security forces and civilians in Somalia. There was also need to understand effective DNM tactics which could be applied when engaging with rebel groups. Furthermore, the respondents stated the need to understand possible ways of integrating the local traditions and culture to enhance the DNM process as well as to learn contemporary DNM mechanisms to solve emerging conflicts. Only one respondent (12.5%) stated that there was need to understand the conflict spectrum; especially when to abandon alternative dispute resolution mechanisms such as DNM and use force. As a priority, all the respondents said that the DNM concept as a tool for sustainable peace, should be covered holistically and its applicability be taught through the use of local examples from Somalia.

Concerning the recommended approach of meeting the training needs, majority of the respondents indicated that both SSR and DNM training should be multidimensional in nature (encompassing police, civilians and military). Tailor-made training was however proposed for particular training needs that specific organizations may require. Respondents had varying but

equally relevant opinions on whether the training should take place in or outside Somalia. Those who proposed Somalia argued that participants could take care of any emergencies (be it family or otherwise) that may occur within the training duration. Conversely, those who recommended outside Somalia said it will avoid any interruptions and disturbances that may arise and hence allow maximum concentration.

❖ **Training Audience and Stakeholders**

In order to establish the target audience for SSR and DNM training, respondents were asked to identify the personnel and other organizations in Somalia that may require the subject training. They were also asked to recommend individuals/organizations that are best placed to offer the training.

Regarding SSR, over half of the respondents (62.5%) stated those in management and leadership positions require training while implementers/ lower level personnel, representatives of all levels and only those without adequate training were each stated by 12.5% of the respondents. When asked to give reasons for their responses, those who identified personnel in management levels argued that those in leadership positions often make the final decision. They also stated that they can easily access security sector and government officials and hence can directly influence reforms that are developed. In addition, the respondents also reported that those in leadership positions are expected to train those in lower cadre of the organization. Respondents who identified lower level personnel as those requiring training stated that they are the implementers of the security sector reforms and hence ought to understand the process including the dos and don'ts. Those who stated that representatives of all levels in the organization should be trained argued that all personnel have specific roles which altogether aim not only to reform the security sector but also stabilize the country in general. As such, there is need for all the personnel to have high quality training on SSR.

Various Somali-based organizations were identified to require SSR training. They included all security sectors (police, military, prisons, NISA and

private security firms), civil society organizations (women and youth groups, media), traditional and religious leaders, general public, District security committee, all arms of government (judiciary, executive and legislature) and international and regional organizations such as AMISOM. AMISOM was particularly singled out because although they work closely with the Somali government and security sectors, they were reported to have contravened their mandate and engrossed in controversial human rights violations in the country.

With regards to DNM, all respondents said that all personnel, from top to lower cadre, required the training. They argued that DNM knowledge and skills are not only required at work but also in everyday life. Those who had not received DNM training prior to the study admitted that there was need to train all personnel to ensure that each person understood the significance of DNM in conflict management and resolution. Notable is that, when asked to identify other organizations in Somalia that require DNM training, the respondents identified the same list as the one that required SSR training (*refer to previous discussion*).

In order to understand ways of aligning the DNM process with Somali traditions and cultural practices, the respondents were asked to identify how the traditional conflict resolution system, notably the ‘Xeer’, could be used to enhance DNM in Somalia. Most respondents acknowledged that many Somalis believe that the system brings true justice, healing and reconciliation. In this system, traditional leaders made up of respected individuals in the community call for dialogue or mediate between two or more conflicting parties. The respondents stated that the ‘Xeer’ is an inbuilt conflict resolution mechanism in the Somali that should be enhanced. This could be done by training and encouraging key players of the system to adapt to the contemporary and changing nature of conflicts.

All respondents agreed that the best individuals/organizations to offer SSR and DNM training to the target audience would be any willing expert with adequate and available resources to do so. They however proposed that the team of facilitators should be drawn from inside and outside Somalia and composed of civilian, military and police components.

CHAPTER FOUR

CONCLUSIONS AND RECOMMENDATIONS

4.1 Introduction

This section presents the conclusions and the recommendations of the TNA for SGBV in eastern DRC and SSR and DNM in Somalia. The results of the TNA have important implications for the improvement of SGBV, SSR and DNM courses offered by the IPSTC. Specifically, they provide directions on areas that should be considered when offering the training in Eastern DRC and Somalia or to audience drawn from these regions.

4.2 Conclusions

In conclusion, TNA findings for SGBV in DRC indicate that there is a dire need for training in eastern DRC. These findings show that IPSTC should refine the SGBV course it already offers and introduce new units/modules to meet eastern DRC specific requirements. Additionally, IPSTC should devise duo-strategic approach of SGBV training in eastern DRC, whereby some high level experts can be trained in IPSTC and middle level cadre can be trained through mobile training. The assessment also concludes that there is need for IPSTC to establish working relationships with key organizations such as MONUSCO and SFCG which may provide the necessary platform for informed entry into DRC capacity building for SGBV.

With regards to SSR and DNM in Somalia, three critical conclusions have been drawn from the assessment. First, the target organizations play critical roles in SSR and DNM in Somalia. Though they have inadequate capacity, the organizations have plans of getting more involved in SSR and DNM processes with a common goal of improving the security situation in the country. To achieve this, quality training as well coordinated efforts among the organizations are crucial. Particularly, NGOs have better DNM capacity than the security sector and this requires an immediate action.

Second, a number of personnel in the organizations had attended SSR and DNM training in the previous year. Though inadequate, the training resulted

in attendee's improved work performance. While lack of opportunity was the primary reason for those who failed to attend the trainings, some confessed that they had not thought of DNM training. Nevertheless, SSR and DNM training is relevant to the organizations especially to instil new knowledge and improve the existing capacity. For example, the main SSR training needs that were outlined included security forces-civilian relationship, professionalism and ethics of security sector, and security sector coordination while that of DNM was a holistic understanding of the DNM concept and process.

Lastly, those in management and leadership positions are recommended as the target audience for SSR training because they are the ultimate decision makers and are often involved in SSR process. Conversely, all organization personnel are recommended for DNM training since it applies both to work and in daily life. All security sectors, arms of government, CSOs, traditional and religious leaders, general public, local and international organizations such as AMISOM should be targeted for SSR and DNM training. The trainings should be multidimensional in nature, offered by a willing expert with a team of facilitators drawn from inside and outside Somalia.

4.3 Recommendations

4.3.1 SGBV, eastern DRC

A number of recommendations were made by the respondents, for DRC, and to IPSTC with regards for SGBV training needs:

(a) Recommendations from Respondents

- IPSTC should conduct Training of Trainers for SGBV workers in the region to update knowledge and skills.
- There should also be a program for exchanging best practices and collaboration among different organizations working on SGBV.
- Within the Great Lakes Region there should be a Centre for PSO training and SGBV should be an integral component of that training given its significance in eastern DRC.

- IPSTC should consider delivering Mobile Training on SGBV and other courses in eastern DRC and also invite professionals working in the area of SGBV and peace building to train at IPSTC in Nairobi.
- There is a need for a new methodology in training for SGBV. Such approach should be practical based training rather than theory. It should focus on felt needs in communities rather than what foreign NGOs think it is important and needed in the region. Trainers should not just reproduce documents that can be accessed on the internet. They should use the results of TNA to be creative and translate SGBV training to practical application.

(b) Recommendations for DRC

- All the training needs identified in section three of this report should be considered and appropriate curriculum designed to address the desire of respondents
- A cultural awareness training that has a bearing on SGBV in DRC should be conducted
- IPSTC SGBV curriculum for DRC should be pegged to the UN comprehensive strategic framework for SGBV in eastern DRC.
- Since the main cause of SGBV in DRC is the protracted conflict, there is a need to reinforce SGBV training with other peace support operations courses such as DNM, SSR, DDR, IHL, Human Rights, Rule of Law, Protection of Civilians, among others.

(c) Recommended actions for IPSTC

Proposed New Modules- The study recommends a number of modules for eastern DRC SGBV-specific course:

- Project Management for SGBV
- Security Sector Reforms in the context of SGBV
- Disarmament Demobilization and Reintegration in the context of SGBV
- Protection of Civilians in the context of SGBV

- Children in Armed conflict in the context of SGBV
- Women Peace and Security in the context of SGBV
- Rule of Law in the Context of SGBV
- Prevention and Protection of Women and Girls from SGBV
- Multi-Sectoral Response to Survivors of Sexual Violence
- Dialogue, Negotiation and Mediation in eastern DRC

Training Delivery Methodology – The study recommends that:

- IPSTC, in consultation with the selected field organizations, to identify groups of personnel to be addressed through training in IPSTC or through Mobile Training Teams (MTTs) to deliver such training
- IPSTC establishes an MTT for SGBV for eastern DRC as a way of responding to the needs expressed in the field. IPSTC could partner with MONUSCO and/or SFCG
- A number of respondents expressed a wish to learn their courses in French. Quite a number of them have a good command of the English language and Swahili. There may be a need for having translation services where the French speakers may not be comfortable with English.

Selection of Course Participants – The study recommends that the selection of participants should be done according to the priorities expressed by the respondents to ensure a balanced representation in terms of components (military, police and civilian), level of knowledge, experience and skills. IPSTC could do this by liaising with MONUSCO's SGBV training cell in selecting course participants.

Establishment of Network or Partnership – The study indicates that there is a need to establish cooperation with organizations that have comparative advantage in eastern DRC such as MONUSCO and SFCG. The latter offers opportunities for skills in advocacy and lobbying policy makers against SGBV. Furthermore, Heal Africa can be a good partner in highlighting the plight of the victims and mitigation measures that are put in place.

4.3.2 SSR and DNM, Somalia

The following recommendations were made for SSR and DNM in Somalia:

- Based on the critical role that they play and the low capacity of SSR and DNM that the organizations have, there is need to offer a Somali-specific training. Particularly, the selection of audience should consider all the key organizations including the security sector, the three arms of government, CSOs, traditional and religious elders, general public, local and international organizations including AMISOM among others. In addition, DNM training specifically for the Somali security sector (police, military and related ministries) should be considered given that this group has the lowest DNM capacity and tend to think that DNM is less necessary for the country's stabilization.
- The study recommends that any SSR training offered to the audience should cover the relationship between security forces and civilian population. For example, both uniformed personnel and civilians need to understand their roles and responsibilities as far as security is concerned and how best to coordinate with each other for the betterment of the society. This comes at a time when human rights violations in Somalia have been linked to security forces. Other related areas that should also be covered include security sector's professionalism, ethics and coordination. DNM training on the other hand should cover the DNM concept as a tool for sustainable peace and the process thereof. The training should be of high quality and adequate in terms of the number of organizations and participants it covers. This is because the study findings showed that most respondents stated lack of opportunity as the key reason why they failed to attend SSR or DNM training.
- Following the findings, the study recommends that the audience of SSR training should mainly consist of personnel of management and leadership cadre. This is because they make key decisions for the organizations and are highly likely to be involved in SSR process. Contrary, DNM training should encompass personnel of all levels given that DNM is useful for work and in daily living. The audience selection process should hence take this into consideration.

- In terms of training approach, the study recommends a multidimensional training which comprises military, police and civilians. However, tailor-made training should be considered for particular knowledge needs that specific organizations may require. The team of facilitators should also be multidimensional and drawn from inside and outside Somalia. This will ensure that the training has both global and local perspectives.

ANNEX A

SEXUAL AND GENDER BASED VIOLENCE TRAINING NEEDS ASSESSMENT IN EASTERN DRC

INTERVIEW SCHEDULE

Date: 26TH-30TH NOVEMBER, 2014

Interview Guidelines

1. Profile of the interviewee (Name, gender, age, occupation/ organization)
2. What do you know about SGBV in eastern DRC?
3. What are the major causes of SGBV in the region?
4. What SGBV prevention and mitigation mechanisms are in place in the region?
5. What hinders effective SGBV management in the region?
6. Have you undergone any training in SGBV and if yes, what was the nature and duration of the training?
7. What kind of SGBV training is required by you or your organization?
8. How does your organization contribute to SGBV prevention and mitigation?
9. Who are the most needy and best consumers of SGBV training?
10. What future training needs in SGBV has your organization identified?
11. Who are the current providers of SGBV training in the region?
12. What do you know about the International Peace Support Training Centre (IPSTC)
13. Have you or any member of your organization attended any Peace Support Operations training at IPSTC? Yes/No (*choose one*)
14. If Yes,
 - a. What course?
 - b. Did the course satisfy your needs as an individual and for your organization?
 - c. How can IPSTC assist in the achievement of your organization/ branch mission objectives and goals?
 - d. Of the employees who have attended training at IPSTC, have you noticed a measurable difference (positive or negative) in their performance in comparison with those who have not attended training? Yes/ No
 - e. If Yes, please explain.

ANNEX B

SECURITY SECTOR REFORM & DIALOGUE, NEGOTIATION AND MEDIATION TRAINING NEEDS ASSESSMENT IN SOMALIA

INTERVIEW SCHEDULE

Date: 2ND – 5TH DECEMBER, 2014

Acknowledgement

Hello, we are a research team from the International Peace Support Training Centre, Nairobi Karen. We are carrying out a Training Needs Assessment (TNA) for Security Sector Reform (SSR) and Dialogue, Negotiation and Mediation (DNM) in Somalia. The findings of this assessment will be used towards improving the Peace Support Operations (PSO) training offered by IPSTC to Somalia and the whole of Eastern Africa region. We would highly appreciate if you spare some time to answer the following questions. All information collected will be treated as confidential and only used for the assessment. Thank you in advance for your cooperation.

Background Information

- 1) Name of the respondent (*optional*)
- 2) Gender of the respondent Male Female
- 3) Name of the organization
- 4) Respondent's position/title in the organization

❖ Security Sector Reform TNA

Current Capacity of SSR in your Organization

- 1) In what ways does your organization contribute to SSR?
- 2) What SSR strategies or policies are currently in place in your organization?
- 3) In your opinion, does your organization have the required SSR knowledge and skills? (*Please explain*)

Gaps in SSR Training

- 1) Have you or any member in your organization attended SSR training in the last one year? Yes No I don't know (*if Yes, probe on the training provider*)
- 2) If yes, how effective was the training in your view? (*E.g. enhanced performance*)
- 3) If No, what were the main reasons for non-attendance?
- 4) In your opinion do you think SSR training is currently relevant to your organization? Yes No

- 5) Please explain how SSR training is or is not useful to your organization
- 6) What are the SSR knowledge needs/gaps in your organization?
- 7) Which of these knowledge needs do you think should be met first?
(*Priority areas*)
- 8) In your view, how should this knowledge needs be met?
 Organization-specific training General training Workshops
 Others (*Specify*)

Training Audience and Stakeholders

- 1) In your opinion, who currently requires SSR training in your organization?
- 2) Why do you think the stated individuals currently require SSR training?
- 3) What other sectors/organizations currently require SSR training in Somalia?
- 4) Who in your opinion should train the stated individuals/organizations on SSR?
- 5) What is the working relationship between AMISOM and Federal Government of Somalia with regards to SSR?
- 6) Which other organizations are/should be involved in SSR processes in Somalia?

❖ Dialogue, Negotiation and Mediation TNA

Current Capacity of DNM in your Organization

- 1) In what ways is your organization involved in DNM?
- 2) What DNM strategies or plans are currently in place in your organization?
- 3) In your opinion, does your organization have the required capacity (knowledge and skills) to carry out DNM process in Somalia? (*Please explain*)

Gaps in DNM Training

- 1) Have you or any member in your organization attended DNM training in the last one year?
 Yes No I don't know

- 2) If yes, how effective was the training in your view?
- 3) If No, what were the main reasons for non-attendance?
- 4) In your opinion, do you think DNM training is currently relevant to your organization?
Yes No
- 5) Please explain how DNM training is or is not useful to your organization
- 6) What are the DNM knowledge needs/gaps in your organization?
- 7) Which of these knowledge needs do you think should be met first?
(*Priority areas*)
- 8) In your view, how should this knowledge needs be met?
Organization-specific training General training Workshops
Others (*Specify*)

Training Audience and Stakeholders

- 1) In your opinion, who currently requires DNM training in your organization?
- 2) Why do you think the stated individuals currently require DNM training?
- 3) What other sectors/organizations currently require DNM training in Somalia?
- 4) Who in your opinion should train the stated individuals/organizations on DNM?
- 5) How are or can the traditional conflict resolution systems be used to enhance DNM in Somalia? (*Probe on the key players and their roles*)
- 6) Which organizations are/should lead the DNM process in Somalia?

IPSTC ALUMNI (*For IPSTC Alumni Only*)

- 1) What training did you attend in IPSTC?
- 2) How has the training influenced your work performance?
- 3) How can IPSTC improve its training to meet the current needs in Somalia?



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