Towards developing a common continental force for greater efficiency in a multinational environment

Fourth African Conference of Commandants

Report by Sandra Oder, Irene Ndung'u and Emmanuel Nibishaka
1–3 November 2010, Jinja, Uganda

INSTITUT D'ETUDES DE SÉCURITÉ · INSTITUTE FOR SECURITY STUDIES
ISS

As a leading African human security research institution, the Institute for Security Studies (ISS) works towards a stable and peaceful Africa characterised by sustainable development, human rights, the rule of law, democracy, collaborative security and gender mainstreaming. The ISS realises this vision by:

- Undertaking applied research, training and capacity building

- Working collaboratively with others

- Facilitating and supporting policy formulation

- Monitoring trends and policy implementation

- Collecting, interpreting and disseminating information

- Networking on national, regional and international levels

Towards developing a common continental force for greater efficiency in a multinational environment

Fourth African Conference of Commandants

Report by Sandra Oder, Irene Ndung'u and Emmanuel Nibishaka
1–3 November 2010, Jinja, Uganda

Contents

Acknowledgements

The chair of the Fourth African Conference of Commandants (ACoC) would like to thank all member Staff Colleges and participants for attending the conference and contributing towards its success. He would like to express his gratitude to the Government of the United Kingdom and other partners for the financial assistance to host the conference. He would also like to thank the ACoC secretariat, in particular Sandra Oder, Emmanuel Nibishaka and Irene Ndung'u, for compiling this report.

Abbreviations and acronyms

ACoC	African Conference of Commandants
AMISOM	African Union Mission in Somalia
APSA	African Peace and Security Architecture
ASF	African Standby Force
AU	African Union
CAO	Chief administrative officer
CDF	Commander of the Defence Force
CEMAC	Central African Economic and Monetary Community
CEPGL	Economic Community of Great Lakes
CEWS	Continental Early Warning System
CinC	Commander-in-chief
CJAX	Combined Joint African Exercise
CoC	Conference of Commandants
C4	Command, control, communication and computers
DDR	Disarmament, demobilisation and reintegration
DRC	Democratic Republic of Congo
EASBRIG	Eastern Africa Standby Brigade
ECCAS	Economic Community of Central African States
ECOWAS	Economic Community of West African States
EX UHURU	Exercise Uhuru
FC	Force commander
FPU	Formed police unit
GBV	Gender-based violence
HoCC	Head of civilian component
HoM	Head of mission

IDP	Internally displaced person
IMPP	Integrated Mission Planning Process
IT	Information technology
ISS	Institute for Security Studies
LRA	Lord's Resistance Army
MOD	Ministry of Defence
MONUSCO	UN Organisation Stabilisation Mission in the DRC
MoU	Memorandum of understanding
NATO	North Atlantic Treaty Organisation
NDC	NATO Defence College
NGO	Non-governmental organisation
PC	Police commissioner
PSC	Peace and Security Council
PSO	Peace support operation
REC	Regional economic community
SADC	Southern African Development Community
SANWC	South African National War College
SCSC	Senior Command and Staff College
SMLT	Senior Mission Leaders Team
TCC	Troop-contributing country
TFG	Transitional Federal Government
UPDF	Uganda Peoples Defence Forces
UK	United Kingdom
UN	United Nations
UNAMID	African Union/United Nations Hybrid Operation in Darfur
UNDP	United Nations Development Programme
ZAR	South African rand

Executive summary

The African Conference of Commandants (ACoC) is committed to contributing to African security through the development and transformation of the education and training of the military in support of multidimensional peace support operations (PSOs), and to improving coordination among African Staff Colleges in order to contribute towards promoting cooperation and standardisation among them as a contribution to the African Standby Force (ASF) and PSOs.

ACoC held a three-day conference on developing a common continental force for better efficiency in a multinational environment. This conference took place at Jinja Nile Resort Hotel, Jinja, Uganda over the period 1–3 November 2010.

CONFERENCE GOAL:

The goal of the conference was to develop a framework for a common continental force for better efficiency in a multinational environment by reviewing the roles and responsibilities of civilians, the police and the miltary in peacekeeping in Africa.

OBJECTIVES OF THE CONFERENCE:

The objectives of the conference were to:

- Understand the operations of ACoC and the role it can play in harmonising civilian, police and military functions in order to enhance the efficiency and effectiveness of African PSOs
- Deliberate on best practice to enhance efficiency in PSOs
- Propose initiatives to enhance ACoC's effectiveness in consolidating its peace support activities

The conference was attended by 41 delegates, including facilitators and rapporteurs. Participants were provided with thought-provoking presentations on the status of multidimensionality in PSOs, the effectiveness and challenges of existing national and regional frameworks, the mechanisms of and responses to multidimensional PSOs, an overview of the African Union (AU) Mission in Somalia, and the current status of multidimensionality in peacekeeping.

Delegates deliberated on what has worked and what has not worked in relation to the activities of ACoC and provided input into a strategy for consolidating preceding workplans and defining what activities need to be implemented in the coming year to ensure relevance to the objective of the organisation.

This conference marks a milestone for ACoC in its quest to advance and consolidate the multidimensional functions of PSOs, in particular in the context of the ASF. The implementation of the agreed activities will further ACoC's objective of creating sustainable peace and security for all on the continent.

Introduction

The African Conference of Commandants (ACoC) is an annual gathering of commandants that meets to discuss military education and related issues. To this end, the conference aims to enhance cooperation and standardisation among African Command and Staff Colleges as a contribution to the African Standby Force (ASF) and peace support operations (PSOs).

The Fourth ACoC was held in Jinja, Uganda, over the period 1–3 November 2010 under the chairmanship of Major General Andrew Gutti, commandant of the Senior Command and Staff College, Kimaka, Uganda. The following commandants also attended the conference:

- Major General Ahmed Abdallah Mohammed, commandant, Egyptian Command and Staff College
- Major General Ahmed Mahmud Ali Azwai, commandant, Libya Command and Staff College
- Major General Kwesi Yankson, commandant, Ghana Armed Forces Command and Staff College
- Air Vice Marshal Sunday A Leks, commandant, Nigeria Armed Forces Command and Staff College
- Major General Salih Mohamed Abdel Rasoul, commandant, Sudanese Joint Staff Services Command and Staff College
- Brigadier General Ezekiel Kyunga, commandant, Tanzania Command and Staff College
- Brigadier General Joseph H Kakoto, commandant, Namibia Military School
- Brigadier General Sipho D Mashobane, commandant, South African National War College
- Brigadier General J J F Chisenga, commandant, Zambian Defence Services Command and Staff College
- Brigadier General Thomas Moyo, commandant, Zimbabwe Staff College
- Colonel Alexis Ndayizeye, commandant, Burundi Senior Military Studies Grouping
- Colonel Aloys Muganga, commandant, Rwanda Military Academy – Gako
- Colonel Joseph E Seelo, acting commandant, Botswana Defence Command and Staff College
- Colonel Loonena Naisho, representing the commandant of the Kenya Defence Staff College

Twenty-four other observers from staff colleges, civil society, and regional and international organisations also attended the conference.

The conference, whose theme was 'Towards developing a common continental force for better efficiency in a multinational environment', heard presentations on:

- The operationalisation of ACoC: the challenges of funding
- The NATO briefing
- The role of civilians in PSOs
- The role of police in peacekeeping
- The ECOWAS Combined Joint African Exercise
- The SADC Combined Joint African Exercise: lessons learned
- Combined Joint African Exercise expansion
- The African Union (AU) Mission in Somalia briefing

Fourth African Conference of Commandants

Day One

Welcome and opening remarks
MAJOR GENERAL ANDREW GUTTI

Address by the guest of honour
LIEUTENANT GENERAL IVAN KORETA

Remarks by the outgoing ACoC chair
MAJOR GENERAL AHMED ABDALLAH

Review of previous ACoC
MS SANDRA ODER

Operationalisation of ACoC: the challenges of funding
MS SANDRA ODER

NATO briefing
REAR ADMIRAL SVEND-ERIK ESTELLON

Welcome and opening remarks

MAJOR GENERAL ANDREW GUTTI

ACoC chair and commandant, Uganda Senior Command and Staff College, Kimaka

Maj. Gen. Andrew Gutti, who is the commandant of the Uganda Senior Command and Staff College, warmly welcomed all participants to the Fourth ACoC. He said the conference was a great occasion to discuss and forge a way forward in the noble task of disseminating education to military officers for the betterment of the African continent.

As the incoming chair of ACoC, Maj. Gen. Gutti indicated that he concurred with the decisions taken at previous conferences held in South Africa, Ghana and Egypt and wholly agreed with the aspirations of ACoC. He expressed a heartfelt wish that the spirit of ACoC would live on. He thanked the outgoing chair, Maj. Gen. Ahmed Abdallah, commandant of the Egyptian Command and Staff College, for successfully hosting the Third ACoC and for being the chair for the previous year, and reiterated the need for consolidating ACoC's achievements.

ACoC aspires to forge a common basis for the education of military officers, especially in the field of peacekeeping and the mitigation of disasters. The need for the world's military forces to cooperate is more urgent

Photo 1 From right to left Maj. Gen. Andrew Gutti, Lt Gen. Ivan Koreta and Maj. Gen. Ahmed Abdallah

than ever and it is imperative not to shy away from this responsibility.

In closing, he thanked delegates for having selected Uganda to host the conference and humbly accepted the position of chairperson for the year 2010/11. He pledged to work closely with members in the pursuit of ACoC objectives.

Address by the guest of honour

LIEUTENANT GENERAL IVAN KORETA

Deputy chief, Uganda Peoples Defence Forces

In welcoming delegates to the conference, Lt Gen. Ivan Koreta observed with pride that the gathering was being held in the Pearl of Africa – the beautiful country of Uganda.

He began by sharing his views and ideas on how Command and Staff Colleges enhance teaching and achieve progress. He acknowledged the increasingly visible role of the military in peacekeeping and disaster mitigation. Militaries now have to operate in a multinational environment along with civilian personnel, bringing together people from varied backgrounds, cultures, languages and modes of operation. It would be easier to understand what each party was seeking to accomplish if people were exposed to a common method of training and he encouraged ACoC members to search for commonality in order to bridge existing training gaps, offering his support for this effort.

To illustrate the importance of commonality and cooperation in training, Lt Gen. Koreta commented on efforts to combat the Ugandan rebel movement, the Lord's Resistance Army (LRA). The LRA insurgency had been driven from Uganda and the movement's leader had sought refuge in Sudan and the Democratic Republic of Congo (DRC) and was said at the time to be in the Central African Republic. Given that the movement had crossed borders, it was important to cooperate and employ a multinational force in order to stamp out the organisation and apprehend its leader. Commanders from Sudan, the Central African Republic and the DRC, as well as some friendly Western countries, had drawn up a memorandum of understanding (MoU) to rid the region of the rebel movement. The Economic Community of West African States (ECOWAS) was also involved, and Lt Gen. Koreta reported that the operation had been a tremendous learning experience, adding that it is only through cooperation, interaction and commonality in training of this kind that peace can be achieved in such situations.

The Armed Forces of the East African region have gone a long way towards forging better working relationships among countries in the region and are working towards setting up common training areas. In this regard, Tanzania was involved in cadet training, Uganda in command and staff training, and Kenya in conducting training at the higher National Defence College. These countries have conducted a number of military exercises, which entailed moving whole units with weaponry and equipment across borders – something that would earlier have been unheard of. Cross-border exercises are an important development and are also being conducted in other regions in Africa. It is important for the whole of Africa to operate as an entity under the auspices of the AU. ACoC members are in a very good position to advise on how commonality in training for the continent can be operationalised. This is an achievable task, and all that is needed is direction, with possibly a research paper on this area by ACoC members.

In closing, Lt Gen. Koreta once again welcomed delegates to Uganda and declared the conference open.

Remarks by the outgoing ACoC chair

Major General Ahmed Abdallah
Commandant, Egyptian Command and Staff College

After thanking the delegates for their attendance, Maj. Gen. Abdallah offered a brief description of the establishment of ACoC. He noted with pleasure the increase in attendance, observing that 9 commandants had attended the first meeting in South Africa (2007), with 11 at the second meeting in Ghana (2008), and that there were 14 and one representative of a commandant at the current one.

In reference to the two previous conferences, Maj. Gen. Abdallah said they were an indication of the desire by ACoC members to achieve peace and stability for Africa. He reported that the Egyptian Command and Staff College was working towards preparing officers for the ASF. In this regard, the college had formed committees to prepare the necessary documents focusing on five main areas: 1) military doctrine; 2) unified operating standards; 3) training and evaluation; 4) logistics; and 5) command, control, communication and computers (C4). The five points are directly related to the tasks of Command and Staff Colleges and he emphasised the importance of tasking these colleges to prepare and plan for training, particularly in the areas of doctrine determination; the training of commanders, staff and planning officers; and C4.

Command and Staff Colleges are capable of effectively participating in the preparation and training of commanders, staff and planning officers for the ASF. However, there is a need for coordination among the colleges in each region in Africa for the purposes of unifying the terms of operation; compiling curricula to support peacekeeping operations and ASF tasks; coordinating,

Photo 2 Maj. Gen. Andrew Gutti and Maj. Gen. Ahmed Abdallah

preparing and planning for operational exercises and combined joint training exercises at the regional level; and, finally, holding courses for commanders, staff and planning officers who work in ASF units.

Acknowledging that ACoC faces a number of challenges, particularly in terms of funding, Maj. Gen. Abdallah noted that a further looming challenge was the gap in conducting combined joint training exercises in the five African regions. Africa needs ACoC members' efforts to maintain peace on the continent. As leaders in Africa, ACoC members have a part to play in limiting conflicts and participating in peacekeeping operations.

Maj. Gen. Adballah observed that Africa has the potential and capability to maintain peace and security on the continent, but that this can only be accomplished through unity of goals, increased efforts and faith.

Review of previous ACoC

Ms Sandra Oder
ACoC secretariat

Ms Oder began the review by observing that as per the decisions of the Third ACoC held at the Egyptian Command and Staff College over the period 9–13 November 2009, the Institute for Security Studies (ISS) had been mandated to continue its role as the secretariat of ACoC and it was in that capacity that she was presenting a review of the implementation plan of the organisation in 2010.

Ms Oder's presentation provided a review and progress report of activities implemented in 2010 and key learning points from that year's implementation of decisions that needed to be considered for the coming year.

It is the duty of the ACoC members to support the implementation of ACoC decisions and objectives, which, as Ms Oder indicated, include:

- Contributing to African security through the development and transformation of education and training
- Improving understanding and coordination among African Staff Colleges in order to contribute towards the development of the ASF concept
- Undertaking combined joint exercises like the combined joint African exercises
- Enhancing benchmarking and sharing curriculum best practice and lessons learned
- Undertaking the directing of staff programmes (and exchange visits) and academic accreditation

Photo 3 Visit to the College

The ACoC secretariat provides implementation support to realise the above-mentioned objectives. However, continued support is needed to enable the ACoC secretariat to implement agreed decisions.

The underlying principles for activities that will ensure successful implementation of agreed decisions include ACoC members undertaking manageable tasks for the year within the limits of funding (outputs must be seen!) and accepting ownership of, and responsibility and accountability for, ACoC decisions and processes. Some of the decisions taken at the Third ACoC did result in action, albeit with challenges, not least of which was funding.

Operationalisation of ACoC

The challenges of funding

Ms Sandra Oder
ACoC secretariat

The ACoC secretariat has identified three focus areas for funding:

AREA 1: MANAGEMENT OF ACOC

- The secretariat's budget must cover the necessary expenses in order to provide an effective secretarial function, including administration costs, salaries, accommodation for visits, reports, printing and editing
- Funds are needed to run the annual meeting and deliver the output of ACoC

The cost of this is borne entirely by a single donor at an estimated ZAR 450 000 (US$ 64 285).

AREA 2: CONFERENCE COSTS

- This includes the cost of accommodation, food, in-country transport and the conference facility

Costs in this area are borne entirely by the host, amounting to approximately ZAR 350 000 (US$ 50 000).

AREA 3: DELEGATES' COSTS

- This includes costs that delegates pay for travel from their home country to wherever the conference is being held

The travel costs borne by each attending country is approximately ZAR 20 000 (US$ 2 857) for each pair of delegates.

By having just one donor (the Government of the United Kingdom), there is considerable risk in Area 1,

the management of ACoC. It is therefore essential to get ACoC to broaden the base of donor support and a discussion is needed to explore how costs in this area can be shared. Any thoughts of getting assistance from the AU would only materialise if ACoC was formally recognised by that organisation. International donors do exist that could pay for this type of activity, especially if it is linked to the activities of regional peacekeeping training centres and the African Peace Support Trainers' Association. However, reliance on a single donor is not prudent, especially given the risk of organisational collapse if the donor has a bad financial year. More donors should be brought on board: organisations such as the Kofi Annan International Peacekeeping Training Centre in Accra had survived when the Government of the United Kingdom withdrew support, because it had a broad donor base.

Placing such a heavy burden on the host means that there is a considerable risk in Area 2 (conference costs). It is essential to rationalise the financial responsibility carried by the host (chair). This should involve passing on accommodation and food costs to individual delegates (Area 3) and perhaps passing some of the conference venue costs on to the secretariat (and through it to international donors). If ACoC members fail to adopt this approach, the hosts of future conferences will be confined to those that can afford to bear the costs.

Ms Oder concluded by recommending that the incoming chair (and ACoC secretariat) approach other donors to secure funding for financial support for the whole framework, as follows:

- Area 1: Management of ACoC: ZAR 450 000 (US$ 64 285)
- Area 2: Conference costs: ZAR 350 000 (US$ 50 000)

- Area 3: Delegate costs: ZAR 20 000 (US$ 2 857) for each pair of delegates from the member colleges attending a conference

She recommended the following activities for the year 2011:

- Regular inter-college visits of commandants (aspects of the MoU)

- Student exchange programmes
- Combined joint exercises
- Newsletter (content for the website)
- Contribution to publications by each college – each college should write one paper (and each college should identify a contact person)

NATO briefing

Rear Admiral Svend-Erik Estellon

Director Academic Plans and Policy, NATO Defence College

Rear Adm. Estellon's briefing on the NATO Defence College (NDC) focused on three areas: the formation of the NDC, the Thirty-ninth Conference of Commandants (CoC) and the new NATO strategic concept.

On 19 November 1951 the NDC opened its doors to Course 1 in Paris, and in 1966 the college was relocated to Rome, from where it continues to fulfil its mission. On 10 September 1999 the new college building in the Military City of Cecchignola was inaugurated. The year 2009 was a celebration of NATO's sixtieth anniversary and of ten years of the NDC's presence in Cecchignola. In 2011 the NDC will celebrate its sixtieth anniversary.

The NDC's mission is to contribute to the effectiveness and cohesion of the NATO Alliance; foster strategic-level thinking on political-military matters; develop as a major centre of education, study and research; prepare selected officers and officials for important NATO and NATO-related multinational appointments; conduct academic studies and research in support of the Alliance's wider goals; and support an active outreach programme with other educational institutions.

The college faculty and staff members comprise personnel from 19 different nationalities and include 56 military personnel and 59 civilian staff, with the host nation, Italy, accounting for 60 personnel. The core business of the NDC is education, research and outreach.

In terms of education, some of the current courses are regular and senior courses, such as the Integrated Partner Orientation Course; modular short courses; the Generals, Flag Officers and Ambassadors Course; and the NATO Regional Cooperation Course.

Some of the recent publications arising from the research activities at the NDC are:

- 'Towards a new strategic concept for NATO'
- 'The counter-insurgency challenge for NATO'
- 'The indivisibility of security: Russia and Euro-Atlantic security'
- 'Taking stock of NATO's response force'
- 'Piracy: threat or nuisance?'
- 'NATO: peacekeeping in the Holy Land? A feasibility study'
- 'The debate about Article 5 and its credibility – what is it all about?'
- 'The Moscow metro bombings and terrorism in Russia'
- 'Complex operations: NATO at war and on the margins of war'
- 'Missile defense: challenges and opportunities for NATO'
- 'NATO's nuclear weapons in Europe: beyond "Yes" or "No"'

These publications are available on the NDC website: http://www.ndc.nato.int

The organisation's outreach activities serve the dual purpose of facilitating the exchange of information and promoting cooperation.

In 2010 the CoC was held in Istanbul, Turkey with the theme 'Multiple futures and the challenges for higher education'. Discussion topics included: higher education and threat perception up to the year 2030; military academies and their impact on educational programmes regarding strategic management; and higher education and partnerships in support of education to meet multiple future challenges. Many organisations attended the CoC, and Maj. Gen. Ahmed Abdallah represented ACoC at the conference. The 2011 CoC will be held in Cracow, Poland with the theme 'Education in the new environment of the 21st century – Consequences of the new strategic concept and budget constraints'.

Fourth African Conference of Commandants

Day Two

The role of civilians in peace support operations

Ms Amanda Magambo

Politics and coherent peacekeeping

Mr David Mwaniki

The role of police in peacekeeping

Major General (ret.) Mike Fryer

Briefing on the ECOWAS Combined Joint African Exercise

Colonel Christopher A O Nutakor

SADC Combined Joint African Exercise: lessons learned

Colonel Sean Stratford

Combined Joint African Exercise expansion and future funding of ACoC by the United Kingdom

Lt Col. R M Alex Murray

Group discussions and feedback

The role of civilians in peace support operations

Ms Amanda Magambo

Senior civilian planning officer, Planning Element, Eastern Africa Standby Brigade (EASBRIG)

Ms Magambo's presentation was on integrated mission operations, civilian functions in PSOs, integrated mission structures and challenges arising from these.

Contemporary PSOs have evolved far beyond the traditional peacekeeping concept of military ceasefire operations. Instead, most contemporary PSOs are mandated to assist with the implementation of a ceasefire and/or comprehensive peace agreement and are aimed at managing a transition from a state of conflict to a future state of sustainable peace. Also, in terms of integrated mission management and structures, contemporary PSOs have complex mandates that cover political, security, development, humanitarian and human rights functions.

As a result there is a need for integrated management and coordination structures at both the strategic and operational levels in order to ensure successful PSOs. Integrated PSO structures have to coordinate, synchronise, and ensure a coherent implementation of the mission mandate across the various multidimensional components and functions of the mission and create synergy between the mission and other stakeholders in the peace process. Integrated mission components are therefore interlinked and interdependent and no single programme can be successful on its own.

Coherence and coordination are critical factors for successful PSOs. The different components need to coordinate with one another in making use of the available resources for the overall peace process. The effect should be positive and coherent and should be delivered at a rate that can be absorbed, i.e. the rate of delivery has to be synchronised with the rate of absorption. PSOs must be based on needs and they should be locally driven. In this complex environment, the ability to manage, coordinate and integrate multiple functions across components, as well as create linkages with other actors, has become a critical success factor in contemporary PSOs.

Civilian functions in PSOs' multidimensional operations are supported by a number of substantive civilian components, which consist of functional specialists selected to address one or more of the elements of the mission's mandate. In addition to the substantive functions, there are supportive functions that are performed under the office of mission support.

Civilian components include: political affairs; public information; planning and coordination; legal advice; human rights; electoral affairs; gender; child protection; legal affairs; disarmament, demobilisation and reintegration (DDR); humanitarian liaison; HIV/AIDS; conduct and discipline; mission support; administration; personnel; finance; logistics; IT; and procurement.

The level of a mission and the mission's operational management structure is informed by the mandate of the mission, whose leadership typically consists of the head of mission (HoM), force commander (FC), police commissioner (PC), head of civilian component (HoCC) and chief administrative officer (CAO)/HoM.

These senior mission figures are collectively known as the senior mission leaders team (SMLT). The HoM has the overall responsibility for the implementation of the mission mandate (role, management and integration of the PSO). The FC is responsible for achieving the military objectives of the mission's mandate and commands the military personnel in the mission, while the PC is responsible for achieving the police objectives of the mission's mandate and commands the police personnel in the mission. The HoCC is responsible for achieving the civil and humanitarian objectives of the mission's mandate, and coordinates the various substantive civilian components in the mission, while the CAO/HoM is responsible

Photo 4 Delegates visit the Senior Command and Staff College, Kimaka

for administration, human resources, financial management, logistics (transport, supply), procurement and IT.

The size and composition of the office of the HoM is determined by the size and mandate of the mission. The office is headed by a director and various support staff (personal assistant, legal advisor, spokesperson, secretary and IT technician). Support elements take the form of a 24-hour monitoring centre where duty officers from all components monitor and coordinate mission operations. The monitoring centre serves as a crisis management centre, dealing with incidents as they occur, and serves as the communications hub between the different sectors of the multidimensional components in the mission area and the mission headquarters. The monitoring centre is responsible for producing a daily situation report for the SMLT and home headquarters.

There is also a mission-wide information analysis and management centre, whose function is to monitor the peace process by collating and analysing all the information gathered by the various components of the mission. It consists of officers seconded from all components and its reports reflect the political, security, humanitarian,

development and human rights dimensions of the peace process. It is responsible for producing forward-looking analytical reports on specific issues of concern.

The mission planning and evaluation cell is responsible for conducting and facilitating mission-wide planning, including multi-year plans, phased transition plans, and planning for special events and eventually for the downsizing of the mission. It is also responsible for analysing and evaluating mission progress, providing periodic reports to the mission leadership, identifying best practices and incorporating them into future plans and operations, and facilitating coordination between the mission's internal and external stakeholders and partners.

Challenges with regional PSOs include recruitment (identification of personnel, commitment, training and retention on rosters) and deployment (mission environment, readiness, availability, flexibility, coordination, cooperation, communication, integration and gender issues).

In closing, Ms Magambo observed that contemporary PSOs still pose a challenge, because the multidimensional approach has not yet been effected and there is a dire need for a functional approach and advocacy in this regard.

Politics and coherent peacekeeping

MR DAVID MWANIKI

Chief executive officer, Global Crisis Solutions

Mr Mwaniki's presentation took the form of a discussion on regional politics, regional economic communities (RECs) in Africa, contemporary peacekeeping operations and the critical importance of coherence in peacekeeping. He began the discussion on RECs with a depiction of regional groupings, how they have developed over time for various reasons, and how their membership and objectives overlap.

There are more than 14 regional groupings in Africa, but only 8 RECs are officially recognised by the AU, as mandated by the Banjul Summit of 2006. These are: the Arab Maghreb Union, the Southern African Development Community (SADC), the Community of Sahel-Saharan States, the Common Market for Eastern and Southern Africa, the East African Community, the Economic Community of Central African States (ECCAS), ECOWAS and the Inter-Governmental Authority on Development – East Africa. Other major regional groupings include the Central African Economic and Monetary Community (CEMAC), the Economic Community of Great Lakes countries (CEPGL), the Indian Ocean Commission, the Mano River Union, the Southern African Customs Union and the West African Economic and Monetary Union.

In addition, there are other regional initiatives, such as the International Conference of the Great Lakes Region and the Nile Basin Initiative. Some countries belong to several groupings and more than one 'official' REC, as well as other groupings. For example, the DRC belongs to SADC, ECCAS, CEMAC and CEPGL.

The RECs are considered to be the building blocks of the AU, with one of the objectives of the AU Constitutive Act being to '[c]oordinate and harmonise policies between existing and future RECs for the gradual attainment of the objectives of the Union'. In terms of peace and security, the Peace and Security Council (PSC) Protocol states that the PSC and chair of the AU Commission will:

> harmonize and coordinate the activities of Regional Mechanisms in the field of peace, security and stability to ensure that these activities are consistent with the objectives and principles of the Union and work closely with Regional Mechanisms, to ensure effective partnership between them and the Peace and Security Council in the promotion and maintenance of peace, security and stability.

The treaty establishing the African Economic Community (1991), which preceded the AU, calls for the strengthening of existing RECs and the establishment of new ones where they do not exist. It also calls for the conclusion of agreements aimed at harmonising and coordinating policies among existing and future subregional and RECs and the establishment of free trade areas and customs unions within RECs, as a step towards the integration and harmonisation of policies within RECs on issues such as food security, natural resources and transport.

An MoU on peace and security cooperation between the AU and the RECs was adopted in 2007. This MoU is based on the principles of subsidiarity, complementarity and comparative advantage. Areas of cooperation include the operationalisation of the African Peace and Security Architecture (APSA); conflict prevention, management and resolution; humanitarian action and disaster response; post-conflict reconstruction and development; arms control and disarmament; counter-terrorism and combating transnational organised crime; and border management.

The AU is attempting to rationalise the economic communities with two possible approaches, i.e. 1) to

CONFERENCE REPORT   15

maintain the status quo of the eight recognised RECs and other intergovernmental bodies; or, 2) to adopt the Abuja Treaty's approach. The latter entails rationalisation around the five regions and around core communities, with one REC per region and each country belonging to only one REC, and the harmonisation of policies and co-operation instruments by standardising current mandates and objectives, programmes, and sectoral projects.

Some of the challenges arising out of these include:

- The politics of multiple REC membership and what this means for contribution to the five regional standby brigades
- The fact that eight RECs are recognised by the AU, but there are five 'regions' for the ASF Continental Early Warning System (CEWS). In some 'regions' there is a predominant REC, but in others the overlap is more complicated, and in such regions the question of who is responsible for APSA implementation arises
- The shift from the RECs' original economic focus to cover a wide range of issues, including peace and security
- Differential levels of political commitment, integration, and development within and between RECs
- Political positioning and the use of troop contribution as an international relations tool, e.g. the withdrawal of troops from theatres of operations
- The lack of standardisation and how this might affect regional brigades
- The limited AU resources for its coordination and harmonisation roles. As a result, RECs adopt different approaches to APSA priorities (e.g. the CEWS) and this is a challenge
- The limited regional resources and infrastructure
- The lack of capacity in RECs, especially human resources and technical capacity

Mr Mwaniki also reviewed the issue of contemporary peacekeeping missions, noting the current nature of multidimensional and integrated peacekeeping operations and hybrid missions. The core business of multidimensional United Nations (UN) peacekeeping operations includes infrastructure, employment, economic governance, civil administration, elections, political processes, security operations, DDR, the rule of law, human rights, capacity building and humanitarian assistance. An integrated mission is one in which there is a shared vision among all UN actors who work towards a common strategic objective of the UN presence at country level, with the aim of maximising UN effectiveness, efficiency and impact in all aspects of its work. A hybrid mission is one that has more than one multilateral mandating authority (e.g. the UN and AU).

Coherence is critical in the provision of funding, equipment, policy and technical advice to the mission (at headquarters or in the field) and also between support provided to the mission and support provided bilaterally to the affected country. For instance, bilateral support for security sector reform in the DRC should be aligned to the security sector reform activities of the UN Organisation Stabilisation Mission in the Democratic Republic of Congo (MONUSCO). A lack of coherence leads to the provision of inappropriate assistance or the clustering of assistance around one element of a mission at the expense of others. However, the internal coherence of a mandate ensures that the troops, police and civilians deployed in the mission will be able to achieve the aims of the mission. It also avoids creating expectations that the mission will later fail to meet. For instance, coherence between the mandate and the resources for a mission that has a DDR mandate is demonstrated if there are sufficient resources for cantonment sites and weapons storage sites, as well as for reintegration programmes, e.g. the AU Mission in Burundi and the UN Mission in Burundi.

In terms of a hybrid mission, coherence between the mandating authorities, such as the UN and the AU for the AU/UN Hybrid Operation in Darfur (UNAMID), translates into shared vision, goals and expectations; a clear division of roles and responsibilities; and harmonised standards. Mr Mwaniki observed that at present, due to unequal resources, the UN is providing most of the strategic leadership and management for UNAMID, while the AU is providing the troops. For instance, transition from the AU Mission in Sudan (AMIS) to UNAMID required troop-contributing countries (TCCs) to increase the size of their battalions, as the UN requires a higher minimum strength, and a shift to different supply, housing and logistics arrangements.

At the level of troop-contributing and police-contributing countries, there is a need for coherence in terms of governance, command, understanding of mission objectives and approach to interaction with the local population. Where this is not the case, the activities of troops from one country may endanger troops from another. For instance, in the DRC, the alleged participation in illegal natural resource trading by some members of the UN Mission in the DRC (the predecessor of MONUSCO) endangered all the mission troops. The perceived partiality of some troops towards one party to the conflict therefore created a further risk for other troops.

Coherence is also important in mission components between the military, the civilian police and other civilian elements of the mission, and entails shared goals and complementarity of contributions. For instance in Darfur, in the case of UNAMID, the Civil Affairs Department, through its engagement with communities, provides an

early warning function for potential conflicts. In addition, military patrols around internally displaced person (IDP) camps may identify areas where additional police patrols are required. Another example of an integrated mission is MONUSCO, which has a strategic planning group of high-level leaders from the military, police and civilian components of the mission, as well as an integrated mission planning team to coordinate the military and civilian elements at the tactical level.

Coordination among the mission, civil society organisations and humanitarian actors is also important. However, a clear division of roles and responsibilities is required, because where the military attempts to undertake humanitarian projects directly (as it does in Afghanistan), it endangers the lives and work of humanitarian actors by blurring the line between them. Such military-humanitarian projects may be less sustainable and less successful, because they are not the core business of the military and are used to achieve other strategic military objectives.

In terms of joint operations, in cases where peacekeeping operations undertake joint operations with the security forces of the host country, coherence is required in terms of mandate, operational interoperability, and adherence to international humanitarian and human rights norms. In the eastern DRC, the human rights violations committed by the armed forces of the DRC during joint operations with MONUSCO have led many to perceive the latter as biased and complicit.

The harmonisation of training and doctrine among TCCs contributes to interoperability. At present, many such countries, particularly those in Africa, receive training and support from different international partners. As a result, differences in doctrine, equipment and operations create challenges for multinational peacekeeping forces. To give an example, members of the AU Mission in Burundi, who were drawn from different countries, could not communicate in the field because of different radios and language barriers.

Country contributions need to be aligned to the mission requirements in terms of both mandate and operations. The make-up of units in the armed forces of TCCs may not be naturally aligned to the mission

mandate. Units may contain specialised officers whose function is not included in the mission mandate. The reverse is also a risk. Similarly, units may not be properly aligned to the mission's structure. Some units may send their own media relations officer, or this function may be assigned to a special media unit in the mission. Country contributions must also be aligned to operational requirements. Equipment, uniforms and supplies should be suited to the mission environment, e.g. desert versus tropical conditions.

In terms of peacebuilding, political will at the national and regional levels is critical in ensuring that peacekeeping missions lay the groundwork for sustainable recovery and development. Key issues at this level are sustainability and complementarity. The UN sought to fill the gap between peacekeeping and peacebuilding by setting up the UN Peacebuilding Commission. In the DRC, MONUSCO has sought to support political governance and rule of law activities with activities that will have a longer-term impact, such as support for elections and state institutions.

Mr Mwaniki ended his presentation with the following comments and recommendations:

- Peacekeeping coherence is underpinned by sustained political will and is an ongoing process of coordination, not a once-off achievement. It is therefore important that politicians are moving at the same pace and in the same direction.
- Begin joint planning as early as possible, and include the mandating authority, contributing countries and other relevant stakeholders (especially for hybrid or hand-over missions).
- Develop the mandate with the available resources in mind, and ensure that it is clear and realistic and not just political.
- Support joint training, or regional training centres, to enhance interoperability.
- Enhance coordination among the mission, humanitarian actors and civil society organisations, preferably through the civilian component of the mission and not the military component.

The role of police in peacekeeping

Major General (ret.) Mike Fryer

Former police commissioner, UNAMID

No more, never again. Africans cannot watch the tragedies developing in the continent and say it is the UN's responsibility or somebody else's responsibility. We have moved from the concept of non-interference to non-indifference. We cannot as Africans remain indifferent to the tragedy of our people.

– Ambassador Said Djinnit,
peace and security commissioner, AU,
Addis Ababa, 24 June 2004

As a former UNAMID police commissioner (PC), Maj. Gen. Fryer's presentation was a personal reflection and perspective on the role of police in peacekeeping. The presentation dwelt on the terms of reference and directives for an AU/UN PC; strategic leadership as it concerns an AU/UN PC; a PC's interaction with internal and external role players at the political, strategic and operational levels; and the challenges and lessons learned from the UNAMID mission.

The terms of reference and directives for an AU/UN PC, including a mission's mandate, are drawn from a peace agreement (if it exists); the mission start-up field guide; the AU/UN civil-military coordination officer's field guide; the AU/UN directive for heads of police components of peacekeeping operations; the mission security management team; and guidelines for individual police officer deployment and rules of engagement for formed police units (FPUs) on assignment with peace operations. The AU/UN results-based budgeting framework also provides the terms of reference and direction, as do daily directives via code cable from AU/UN mission headquarters, and mission senior management meeting directives, policies and other relevant guidelines regarding the protection of civilians and directives for the PC regarding the specific mission. Others include mission-specific strategic

plans, standard operating procedures for AU/UN officers on a specific mission, the police concept of operations for the specific mission, the UN New Horizon initiative, and mission and AU/UN police work plans.

In terms of leadership, it is of critical importance that an AU/UN PC provides a continuous link between the strategic and operational levels. Strategies and policies need to be properly executed at the operational level and should be relevant for a specific mission. The PC must lead by example, with integrity, professionalism and fairness being the most important armour for survival. The PC must also execute the mission mandate through proper and effective communication, consensus, cooperation, coordination, integration, motivation, ownership and innovation. The PC must also maintain high standards by upholding AU/UN values. Respect for diversity, race and gender is also crucial.

The AU/UN PC's interaction with internal role players at the strategic and operational levels should take on an 'integrated mission' approach at all times and respect the other components and areas of responsibility, including the internal stakeholders (civilian sections in the mission's military component), UN country team, AU/UN headquarters, AU/UN Department of Peacekeeping Operations and other AU/UN missions (police components), if applicable.

The UN/AU PC's interaction with external role players at the strategic and operational levels includes interactions with government officials and political heads of the host country; the law enforcement command of the host country; political leaders; the IDP leadership; heads of ethnic groups; religious, female, village, nomad and youth leaders; local communities; civil society; the diplomatic corps; international stakeholders; special envoys; police-contributing countries; national and international non-governmental organisations (NGOs); international police organisations such as INTERPOL; and international

and regional or subregional organisations. Operational responses by the UNAMID police included crime prevention, confidence patrols in IDP camps from 08:00 hrs to 16:00 hrs; firewood, market, water and farming patrols; long-range patrols of less than 1 000 km; medium-range patrols of less than 500 km; returnee verification patrols; special rape investigation unit activities; verification and investigation patrols; continuous interaction with local law enforcement agencies; quick impact projects; and the construction of community policing centres.

Some of the challenges and lessons learned from the UNAMID police component mission are important. The police component forms an important pillar within the Rule of Law cluster, which is part of the Safety, Security and Criminal Justice cluster. Police training is directed towards protection and plays a major role in the execution of strategies for the protection of civilians. The police component must be included in the peace process, especially considering that the AU/UN police component is the first continuous line of contact with local and affected communities. It is also important to note that peace agreements are signed at the political level and not with criminals, which means that police work must go on at all times, since criminal activity continues regardless of peace agreements. Most times, war economics and organised crime are a real threat to any democracy – old or new – and negative sentiment by citizens towards police members in their own countries can emerge during missions. It is therefore important that a mission is seen to be effective. As such, AU/UN police activities and successes must be reflected in the daily interaction of the mission with the local and foreign press.

The police officers who are deployed have different cultural, religious, and training backgrounds and this is a major challenge in missions. However, pre-deployment training is customised for specific mission-mandated tasks and is compulsory for contributing police. Proper scholastic aptitude and assessment tests are also conducted and police peacekeepers are selected on the criterion of competence. Gender issues are also a concern in missions.

Maj. Gen. Fryer also spoke about the FPU, which is a relatively new concept in UN/AU police peacekeeping operations. FPUs are defined as a professional, cohesive, responsive, self-sustainable, mobile and more robust policing response. The core tasks of these units are public order management, the protection of UN personnel and facilities, and support for police operations that require a formed response and may involve a higher risk above the general capabilities of individual police officers. Each FPU consists of about 140 members for operations and support. In a non-executive mission where individual police officers are not armed, the FPUs play a crucial role in the protection of individual police officers and of civilians against armed criminal elements. They help ensure

that constant AU/UN police patrols in IDP and refugee camps are conducted and crowd management incidents are handled in a professional manner.

The FPUs are not trained or equipped to take on a military force. Also, operational readiness and logistical support differ from one police-contributing country to another, which can be problematic. One way of overcoming this challenge is assistance from donor countries to upgrade training and logistical support. The slow deployment of FPUs, due to various administrative and logistical 'red tape', is also another challenge that impacts negatively on AU/UN police operations in a mission. One of the lessons learned, though, is that armed FPU members are more acceptable in IDP/refugee camps than heavily armed AU/UN military. AU/UN FPU/military cooperation guided by combined developed policies and standard operating procedures, directives and joint patrols are therefore crucial.

Capacity building for local police is important and proper needs assessment ought to be taken into consideration, with the involvement of local law enforcement agencies in ensuring local ownership by relevant AU/UN agencies. Culture, religion and local customs also have to be taken into consideration throughout the entire training process, with the utilisation of professional AU/UN police trainers, preferably from similar backgrounds.

IDPs and refugees form the core of the strategy for the protection of civilians. Other communities such as nomads should, however, not be excluded or neglected. AU/UN police training curricula should be assessed on a continuous basis to determine relevance. IDPs and refugees form an integral part of the police–community partnerships through daily and continuous interaction between AU/UN police and affected communities. A training curriculum that is aligned with the local police training curriculum is therefore critical in order to restore trust and understanding.

Gender-based violence (GBV) – crimes by men against women – is an ongoing international issue of concern. However, tackling the problem is hindered by culture, customs and religion, and as a result, most rape cases are not reported. Also, often the legal system and the response of local police are lacking in proficiency, and a special rape investigation system or unit should be established to address rape and its full consequences. An integrated approach involving the mission country team – including NGOs and civil society – is critical. Public information also plays a major role in preventative measures. Lack of victim-friendly facilities, such as women's desks and victim empowerment strategies, are hindrances. Police-contributing countries with similar customs, religion and culture could be of assistance in developing specific proactive and reactive GBV strategies.

Briefing on the ECOWAS Combined Joint African Exercise

COLONEL CHRISTOPHER A O NUTAKOR

General coordinator, Ghana Armed Forces Command and Staff College

The ECOWAS Combined Joint African Exercise (CJAX) was conducted over the period 15–18 June 2010 in Accra, Ghana at the Ghana Armed Forces Command and Staff College and Kofi Annan International Peacekeeping Training Centre. It was preceded by a working group that planned for the exercise at the Staff College from 17 to 21 May 2010.

The decision to organise the exercise was taken during the First ACoC in South Africa in 2007. The aim of the exercise was to target students and Staff Colleges, which are regarded as breeding grounds for potential staff officers and command elements of the standby forces in the conduct of PSOs.

The objectives of the ECOWAS CJAX were to:

- Practise operational-level planning, coordination and conduct of multifaceted PSOs
- Demonstrate the capabilities of military planning tools
- Train all stakeholders in the conduct of integrated PSOs
- Enhance the understanding and practical application of mission planning and execution of PSOs at the operational level

Participants were drawn from all ECOWAS member states except Liberia and Guinea Bissau. Students and directing staff from the Staff Colleges of Ghana, Nigeria, Benin, Mali and Senegal took part in the exercise. Civil police and civilian experts, and NGOs based in Ghana attended the exercise, as did observers from Rwandan and Egyptian civil society groups.

ECOWAS provided funding for tickets, accommodation and other administrative support for all external participants, while the Ghana Armed Forces Command and Staff College provided funding for bona fide students and administrative support for both the working group and the exercise.

The exercise scenario was set in the mythical country of Zikomba and involved four elements:

- Joint planning
- Deployment problems – operational and civil affairs
- Mission operation and administration
- Civil affairs and humanitarian/relief coordination

Lectures were also presented on mission planning, humanitarian coordination and a mission commander's perspective, which was presented by the deputy force commander of the UN Mission in Liberia, Maj. Gen. Carl Setorwu Modey.

Some lessons drawn from the exercise are:

- The need for coordination with RECs
- The need for the AU Peace Support Operations Division to include ACoC activities in the Exercise AMANI cycle of events
- The need for the structure of the standby brigades to be reviewed
- The need for the sponsorship of programmes to be streamlined
- The need for the ACoC secretariat to organise a mapping exercise aimed at harmonising operating procedures

Col. Nutakor ended his presentation with the following recommendations:

- The AU Peace Support Operations Division should include ACoC exercises in the Exercise AMANI cycle of events
- Funding for exercises should be streamlined
- The ACoC secretariat should organise an annual mapping exercise

SADC Combined Joint African Exercise

Lessons learned

Colonel Sean Stratford

Chief instructor, South African National War College (SANWC),
on behalf of Brigadier General Sipho D Mashobane, commandant, SANWC

This presentation provided a brief background to the SADC CJAX conducted in 2010.

Col. Stratford explained that the concept emerged at the First ACoC in November 2007. It is modelled on the Combined Joint European Exercise concept, which is directed by the NATO CoC. The South African National War College (SANWC) volunteered to run the 2010 pilot CJAX on behalf of SADC and ACoC. To facilitate this, the SANWC also ran the SADC CJAX working groups.

The aim of the CJAX is to train in a joint, multinational and interagency environment in order to promote a better understanding of the challenges involved in planning and coordinating a complex multinational PSO.

Specific objectives of the CJAX are to:

- Enhance student knowledge on the full range of combined and joint operations planning
- Practice operational-level planning using the applicable AU and SADC doctrines
- Improve students' ability and working skills in an interagency and international environment (since most students are not exposed to NGOs, this needs to be enhanced)
- Address developments in the African Security and Defence Policy
- Identify some contradictions in the process, e.g. while Staff Colleges may use their own planning tools, the use of the Integrated Mission Planning Process (IMPP) is desirable

Participants of the 2010 SADC CJAX were from South Africa, Botswana and Zambia. Invitations were also extended to observers. The academic foundation consisted of two to three weeks of foundation lectures – in some cases with the same lecturer. This was achieved through a final coordinating conference in Pretoria. The SANWC shared its syllabus (programme) and scenarios with all the delegates. The result was a common approach at all three Staff Colleges. Col. Stratford noted that the IMPP was used as a vehicle to address scenarios and the allocation of tasks.

The name of the SADC CJAX held in Pretoria was Exercise Uhuru (EX UHURU) and it consisted of a week-long PSO planning session. There was an exchange of one directing staff member and three learners per college. It was based on the Draft ASF Doctrine handbook and Draft AU Planning and Decision Making Aide Memoire encompassing 'The Planning of Multidimensional Peace Support Operations' and drawn extensively from existing UN Integrated Mission Planning Guidelines. The IMPP was taught and disseminated at the Second Coordinating Conference in Pretoria, South Africa. All role players were present. EX UHURU was based on the Carana Scenario developed by Pearson Peacekeeping Centre (Canada), which is also based on an AU mission.

The SADC CJAX 2010 was a huge success, and the overall impression was that it had been well designed, sufficiently resourced and relevant, and had achieved the stated objectives.

Apart from the notable inaugural success, some of the lessons learned were that it was a good opportunity for those involved to overcome generic challenges to understanding each other's doctrine, thus increasing cultural awareness, cross-pollination of experiences and SADC interoperability. Additional participants were encouraged to participate in the CJAX planned for 2011. The proposed dates for the CJAX 2011 were:

- Working Group 1: 14–15 March 2011
- Working Group 2: 20–22 July 2011 (suggested)
- EX UHURU: 5–9 September 2011 (excluding travel time)

The SANWC will remain the coordinating authority for the 2011 CJAX.

Combined Joint African Exercise expansion and future funding of ACoC by the United Kingdom

Lt Col. R M Alex Murray

Embedded British officer in the SANWC, British Peace Support Team South Africa

Lt Col. Murray's presentation centred on three themes:

- Recommended principles for the expansion of the CJAX concept
- United Kingdom (UK) sponsorship and facilitation of CJAXs
- Future funding of ACoC

In highlighting the recommended principles for CJAX expansion, Lt Col. Murray explained that the approach to conducting CJAXs depends on the size of a particular cluster, based on regional ASF groupings (Southern ASF, Eastern ASF, Central ASF, Western ASF, Northern ASF) and the composition of each CJAX cluster. Language constraints will be taken into consideration and, where possible, a CJAX will be clustered around the best language formation for Anglophone, Francophone and Lusaphone countries. In this regard, he noted the importance of language constraints in designing clusters, since all resources are in English. The resources are, however, available for translation into other languages.

He drew comparisons with two European clusters – each with five member states – and noted that the size of the delegation should remain flexible and that this is set by a bilateral agreement between colleges, which should be agreed upon at the main planning conference held prior to the exercise. A recommendation is that not more than 40 per cent of the student body of any staff college should participate in a particular CJAX.

With regard to the need for facilitation of the CJAX process by the UK, the CJAX is a self-explanatory package. However, Staff Colleges that are new to the concept or unfamiliar with the IMPP may find external facilitation useful to get them started in their first year. He noted that UK facilitators would not run the exercise, but would provide advice and academic resources, deliver central presentations, capture lessons identified, conduct hot de-briefings after the academic sessions and generally be as helpful as possible.

In this light, the UK facilitation team would NOT teach the IMPP during the exercise (this will have been covered in the Train the Trainer Seminar), and its members would NOT in any way impose their authority on the host college. It is very clearly a host college responsibility to run the exercise, using the EX UHURU package as a suggested template.

On the funding of the exercise, the UK is committed to the provision of all the exercise resources, and where possible, the provision of a UK facilitator. It will support the running of the working groups (including costs associated with bringing in specialist trainers from the AU), where possible.

As this is a planning exercise and many of the costs are reciprocal in nature, this need not be an expensive exercise. The main expenditure is travel for visiting delegations. The extent to which the UK can support each college/CJAX cluster financially depends on how big CJAX 2011 becomes. Priority in terms of UK financial support will go to those colleges that are new to CJAX, which have not had a chance to set up their own funding lines.

On the running of the exercise, Lt Col. Murray noted that the planning conferences will be run and hosted by whichever college is prepared to be the coordinating authority for the CJAX in that ASF cluster. The UK will provide advice, central presentations, academic resources and, within its capacity, some travel costs, but this will be done in full cooperation with the coordinating authority that will host the conference.

The UK is, in principle, able to offer fuller support to the main planning conferences in the other regions. The

main planning conference should provide an opportunity for colleges to confirm whether they wish to participate and for them to fully understand what they have let themselves in for.

Additionally, if colleges require more information prior to deciding to attend or run a main planning conference, the UK is prepared to assist as much as possible with the provision of advice. Questions from the audience centred on the issue of funding and planning, and the answer was that while the UK has been funding part of the exercise and of the running of the ACoC secretariat, it was advisable to look for alternative donors in the same way that UK support has been handled.

Group discussions and feedback

After the presentations, participants engaged in group work and reported back to a plenary session. The participants were split into three groups to encourage debate and increase interaction. Each group was assigned two topics relevant to ACoC activities, themes, and objectives for discussion and the provision of recommendations.

The groups presented summaries of their discussions in a plenary session chaired by Maj. Gen. Andrew Gutti. This section does not aim to capture the entire scope of the discussions conducted in the individual groups and is thus only a summary.

GROUP 1: TOPICS

1. The ACoC logo has been changing according to the chair/host country. There is a need for a permanent logo for official ACoC documentation. Discuss and propose a design and features of such a logo.
2. With reference to the Third ACoC decisions in Cairo, there is a need for an MoU between Staff Colleges (how they convene; terms of office of ACoC chair, among other things). What mechanisms should be followed in drafting this MoU?

Group 1 members:

- Major General Andrew Gutti, Uganda Senior Command and Staff College
- Major General Kwesi Yankson, Ghana Armed Forces Command and Staff College
- Brigadier General Sipho D Mashobane, South African National War College
- Brigadier General Jeff John Freddy Chisenga, Zambian Defence Services Command and Staff College

- Brigadier General Ali Abduljalil Latif, Libya Command and Staff College
- Colonel Aloys Muganga, Rwanda Military Academy
- Colonel Prime Ngowenubusa, Eastern African Standby Coordination Mechanism
- Major Matias Hafeni Kandja Ndamanomhata, Namibia Military School
- Major Gen (ret.) Mike Fryer, former UNAMID police commissioner
- Ms Anne Moen, US Africa Command
- Lieutenant Colonel R M Alex Murray, British Peace Support Team South Africa
- Ms Irene Ndung'u, ACoC secretariat

Group 1 feedback

On the issue of the ACoC logo, the following design suggestions were made:

- Use the AU logo
- If this is not possible, design a logo with the following features:
  - Interpose symbols and words that reflect the objectives and mission of ACoC
  - Symbols: Open book with a pen placed across it
  - Words: Knowledge, Peace and Unity

The group proposed that the ACoC secretariat should approach the AU for clarity on the use of the AU logo. In case this is not permissible, the map of Africa with the same symbols and words could be used as an alternative logo. Furthermore, the ACoC secretariat should present the design ideas for consideration to the ACoC chair for presentation at the next conference.

Photo 5 Maj Gen Kwesi Yankson, Commandant Ghana Armed Forces Command and Staff College

On the issues of how ACoC convenes, the terms of office of the chair have already been addressed in past ACoC decisions and are under implementation. What is still outstanding is a formal document that spells out the roles and responsibilities as discussed in Group 1 in a structured single document (either an MoU or a charter).

The group proposed that all the previous agreements and operating procedures should be compiled in a logical manner with the objectives, organisation and terms of office of the ACoC chair in a structured draft document. The ACoC secretariat is charged with the drafting of the document to be presented at the next ACoC for debate and adoption.

GROUP 2: TOPICS

1. The commandant of the Libya Command and Staff College proposed the establishment an African Staff College. Discuss this proposal and provide some recommendations.
2. Discuss how the ACoC patron can be appointed, and the function and duration of the ACoC secretariat (whether it should continue to serve as the secretariat and for how long).

Group 2 members:

- Major General Ahmed Abdallah, Egyptian Command and Staff College
- Major General Ahmed Mahmud Ali Azwai, Libya Command and Staff College
- Colonel Christopher Nutakor, Ghana Armed Forces Command and Staff College
- Colonel Loonena Naisho, Kenya Defence Staff College
- Lieutenant Colonel Alaaeldin Osman Mirghani, Sudanese Joint Staff Services Command and Staff College
- Colonel Milad Saleh Alfiteuri, Libya Command and Staff College

- Lieutenant Colonel Osita Uche Nwankwo, Nigeria Command and Staff College
- Colonel Christopher Chellah, Zambian Command and Staff College
- Colonel Apollo Gowa, Uganda Senior Command and Staff College
- Colonel Joseph E Seelo, Botswana Defence Command and Staff College
- Mr David Mwaniki, Global Crisis Solutions
- Colonel Daniel Ladzekpo, ECOWAS Commission
- Rear Admiral Svend-Erik Estellon, NATO Defence College
- Mr Emmanuel Nibishaka, ACoC secretariat

Group 2 feedback

On the proposal to establish a Pan African Staff College, the group reported that the idea of the need for such a college came up in the First ACoC held in South Africa in 2007 and was then reiterated in both Ghana and Egypt. Discussions were held on funding, location and structure. Maj. Gen. Azwai's presentation on the proposed college made a clear proposal and put down practical guidelines to establish such a college. The idea is to be taken to the AU as an ACoC proposal.

On the issue of an ACoC patron, it was noted that ACoC does not need a patron, as it is a conference and not an organisation. In this light, Decision 12(k) of the Third ACoC Report in Egypt might be a misunderstanding, as it was not part of the decisions, therefore this needs to be corrected.

The group highlighted that the focus should be on the direction of ACoC and feasible activities for the conference rather than on patronage. The group noted that the major challenge is to achieve legal standing within the AU. The Libyan delegates agreed to forward the ACoC agenda to their Ministry of Defence for it to take the matter to the next relevant AU meeting.

If the AU does not recognise ACoC, then it will have to live with the existing arrangements in which the host takes responsibility for accommodation and delegates arrange their own travel expenses. Furthermore, Group 2 recommended that the ISS should continue to assume the role of the secretariat until the fifth conference while ACoC works towards internalising AU procedures with a view to obtaining a legal standing.

GROUP 3: TOPICS

1. Identify feasible activities that can be undertaken between conferences and how they should be implemented.
2. Funding has been one of the stumbling blocs to the functioning and implementation of ACoC decisions.

Discuss and propose some solutions to this problem and funding mechanisms.

Group 3 members:

- Air Vice Marshal Sunday A Leks, Armed Forces Command and Staff College, Jaji, Nigeria
- Major General Salih Mohammed Abd El Rasoul, Sudanese Joint Staff Services Command and Staff College
- Brigadier General Joseph J H Kakoto, Namibia Military School
- Brigadier General Ezekiel E Kyunga, Tanzania Defence Command and Staff College
- Colonel Alexis Ndayizeye, Burundi Senior Military Studies Grouping
- Colonel Sean Stratford, South African National War College
- Lieutenant Colonel Christopher Ferguson, Botswana Defence Command and Staff College
- Mr Issa Hadi Mahrug, Libya Command and Staff College
- Flight Lieutenant Istifanus Dafup Mwanlong, Armed Forces Command and Staff College, Jaji, Nigeria
- Group Captain Brian Chikonzo, Zimbabwe Staff College
- Lieutenant Colonel James Iulo, US Africa Command
- Ms Amanda Magambo, EASBRIG Planning Element
- Ms Sandra Oder, ACoC secretariat

Group 3 feedback

The group's presentation centred on their reflections on decisions taken at the Third ACoC, analysing successes and failures. In this light, it was noted that there is a need to:

- Seek the support of the ACoC chair to advocate for the recognition of ACoC at the appropriate levels
- Link up with relevant desk officers on peace and security at regional groupings' headquarters
- Update the plenary on the possibility of funding through the Egyptian Fund for Technical Cooperation
- Consider an MoU for ACoC
- Determine the hosting of annual ACoCs according to regions. The proposal is to look beyond the next hosts

– Southern Africa in 2011; West Africa in 2012, where Nigeria has volunteered to host the Sixth ACoC – and that CJAXs be undertaken in the other regions, with non-hosting regions being invited as observers
- Encourage member states to be responsible for international travel to ACoC where endorsement, advance planning and budgeting are necessary
- Place ACoC on the AU agenda and continue to work towards gaining recognition at the AU
- Ask the ACoC secretariat to draw up a detailed budget that should be presented to the conference for purposes of accountability and transparency

The group also proposed some feasible activities such as arranging exchange visits for commandants, directing staff and students both within the region and bilaterally, as well as supporting actions such as contributing articles to the ACoC website, producing a newsletter and quarterly reports, and publishing articles.

It was recommended that ACoC's activities should be linked with those of the ASF at the regional level, as well as to activities of the African Peace Support Trainers' Association and regional centres of excellence. There was a proposal for the sharing of SADC CJAX documents, as this will reduce costs.

On the funding issue, which remains crucial to the functioning of the ACoC, Group 3 suggested the following:

- ACoC should obtain recognition from the AU and continue to seek recognition at the regional level
- RECs should be considered as sources of funding, as they are nearer to participating Staff Colleges
- Staff Colleges need to consider budgeting for ACoC activities
- Voluntary contributions should be sought
- Development partners should be found to provide funding

The group concluded its feedback by underlining that ACoC should take full ownership of the direction it wants to take and it should strive for full ownership of the processes involved.

Fourth African Conference of Commandants

Day Three

AMISOM briefing
Lt Gen. Katumba Wamala

Closing remarks
The Honourable JJ Odongo

AMISOM briefing

LT GEN. KATUMBA WAMALA
Chief of Land Forces, Uganda Peoples Defence Forces

Lt Gen. Katumba provided an update on the security situation in Somalia, challenges faced by the AU Mission in Somalia (AMISOM) and lessons learned. The Uganda Peoples Defence Forces (UPDF) is part of the AMISOM peacekeeping mission that was established on 19 January 2007 by the AU Commission and also through UN Security Council Resolution 1744 of 20 February 2007, which authorised the deployment of AMISOM. The mandate of the mission is to provide support to Somali Transitional Federal Government (TFG) institutions in their efforts towards the stabilisation of the situation in the country and the furtherance of dialogue and reconciliation. It also aims to facilitate the provision of humanitarian assistance and create conducive conditions for long-term stabilisation, reconstruction and development in Somalia.

Assumptions made regarding the mission were that all warring factions, including the TFG, would be committed to the policy of dialogue and reconciliation, and AU member states would be committed to fulfil their pledges by providing troops and equipment throughout the duration of the mission for an effective execution of its mandate. It was also assumed that the international community would provide the badly needed financial and logistical support in a coherent and coordinated manner to the TCCs. It was further expected that the AU would play its part as a coordinator and facilitator of the mission, mobilise troops, and sustain the mission, and that at the end of the mandate, conducive conditions would have been created so that the UN is able to take over the mission.

Some of the benchmarks achieved in terms of the mission include the relocation of the TFG and Parliament to Mogadishu from Baidoa, the commencement of sustained political dialogue to achieve national reconciliation in Somalia, the establishment of the disarmament process of all armed groups not under TFG control through DDR,

the establishment of TFG institutions in all regions and the initial deployment of UN humanitarian aid agencies for the future reconstruction of Somalia.

Uganda as a member of the East African Community and the Inter-Governmental Authority on Development is cognisant that conflict has regional implications, such as the proliferation of small arms within the Great Lakes region, with Uganda being a victim. Another reason for Uganda's involvement was to avert a security situation where Somalia would be turned into a terrorist hub, as evidenced by the attacks on the US embassies in Nairobi and Dar es Salaam and the 11 July 2010 attacks in Kampala. Militant opposition to the TFG comes from the Alshabab and Izbul Islam groups, which are both linked to al-Qaeda. Others include an armed business community, clan militias, warlords and freelance militias. All these different actors create a volatile, unpredictable, complex and ambiguous situation.

The political objective of the opposition actors is to regain state power, establish a theocracy in Somalia based on sharia law, expand their influence throughout the region, deny the TFG the ability to consolidate itself and make it impossible for the international community to intervene. The aim was also to carry out activities that attract a collateral effect response.

Some of the tactics used by these opposing elements include suicide bombings, assassinations, remote-controlled and improvised explosive devices, hit-and-run raids, the use of civilians as human shields and hostile propaganda through clan-influenced media.

Despite all this opposition, there have been some positive developments. There is now an expanded Parliament of 530 members. The government is regarded as relatively all-inclusive. There have also been calls for more effort by the international community to put pressure on spoilers.

Most local clan leaders, clerics and elders also support the new developments and AMISOM, with the international community showing readiness to support new initiatives for state building in the country, for instance through the Donors' Conference in Brussels and the establishment of a trust fund.

In terms of a national security and stabilisation plan, AMISOM, together with other actors, continues to offer assistance in building the capacity of the TFG institutions, including training the TFG military. The current TCCs have increased their force levels by a battalion each, while another battalion is expected from Djibouti. The AU has voted, with UN support, for the expansion of the force to 20 000 and the establishment of a joint security committee together with AMISOM to oversee the formation of the Joint Security Force. The process of establishing a professional National Police Force is ongoing. A suspended UN Development Programme (UNDP)-funded programme has resumed. UNDP meets 50 per cent of the salary demands of the police. The majority of the police operate in Mogadishu due to the activities of opposition elements in other parts of the country.

Some of the challenges faced by the TFG are continued interclan rivalry, extremist opposition due to lack of effective government, lack of effective command and control of the police and the army, and poor remuneration of these forces, which causes rampant desertion.

AMISOM's activities include assistance in the free movement, safe passage and protection of those involved in dialogue; the protection of key infrastructure such as the international airport, seaport and the Presidency; assisting with implementation of the national security and stabilisation plan; and giving technical support. The mission is also involved in humanitarian assistance, especially the provision of medical assistance and water, and the protection of AMISOM personnel, facilities, installations and equipment.

Those carrying out the mission have had significant achievements. The ability to keep the mission afloat despite the odds for three years is worth mentioning. Also, despite negative press and a weak government, the mission is still able to secure and provide an entry point into Somalia. It is also winning the hearts and minds of the war-fatigued Somalis and transforming the attitude of the local population towards the deployment of foreign troops for PSOs. AMISOM has been able to provide protection of its own personnel, facilities, installations and equipment and is also involved in saving lives, especially of the vulnerable women, children and the elderly, through medical outreach activities.

However, some operational challenges remain, such as an inadequate number of troops and lack of equipment, limited cohesion within the TFG, and the problems of training an all-inclusive national army with limited infrastructure and in the face of hostile propaganda. Other hindrances include inadequate specialised personnel, especially doctors and engineers, the lack of a maritime capability to address piracy, the lack of air support utility capability, the lack of a resident HoM and key staff on the ground, problems with the maintenance and accommodation of level 2 hospital equipment and personnel, and the ever-improving improvised explosive device technology used by the militias. AU capability in running such PSOs is still lacking. There is also the crisis of an estimated population of 3.6 million in dire need of humanitarian assistance, while piracy in the Gulf of Aden and the Indian Ocean continues to be an enduring challenge.

Nevertheless, although the security situation has remained volatile, unpredictable, complex and ambiguous, AMISOM forces on the ground have registered commendable progress. Actors in the conflict are not easy to define. The mandate needs to be revised to suit the situation, but it should be accompanied with resources, both human and logistical. Lack of effective political authority has prolonged the conflict and the total absence of TFG institutions undermines the establishment of law and order. Also, the delay in the relocation of the HoM from Nairobi to Mogadishu creates many missed opportunities. Within its capabilities, AMISOM has achieved the projected goal in the initial stabilisation phase and has established a bridgehead that allows the rest of the TCCs to deploy.

Some important lessons can be drawn from the Somali conflict. Intra-state conflicts are more complex than initially envisaged and political effectiveness is as important as boots on the ground. The AU as a body still has a lot of ground to cover to effectively run PSOs, especially hybrid ones. The media is a very strong tool – the CNN effect of 1994 still prevents people from becoming involved in Somalia's affairs. Clanism in Somalia is as strong today as it was in the 18th century and ambiguous mandates complicate matters for PSO players, resulting in mission 'creep'. For effective peacekeeping, preparation for the full spectrum of operations is important. Finally, fighting urban terrorism calls for higher levels of training, especially of junior commanders/leaders.

AMISOM still remains relevant to the prevailing situation. Even though the mission is challenging, it is worth supporting. However, the force level is still very low for any meaningful impact. There is also a need for a maritime capability off the Somali coast. The absence of an aggressive media strategy has kept the achievements of the mission from being told. Finally, an unstable Somalia will not allow for a stable and economically vibrant East African Community, hence the need for finding an enduring solution to the Somali conflict.

Closing remarks

The Honourable JJ Odongo

Minister of state for defence, Republic of Uganda, and Maj. Gen. Andrew Gutti

In the closing session, the incoming ACoC chair, Maj. Gen. Gutti, and the minister of state for defence, the Honourable JJ Odongo, addressed the delegates.

Maj. Gen. Gutti highlighted the talking points of the ACoC discussions over the three days such as the issues of ownership, accountability and responsibility. He was hopeful that ACoC would achieve successful outcomes despite challenges in obtaining funding and gaining formal recognition with relevant bodies.

The Honourable JJ Odongo went further to commend the interaction at the conference, noting that it added value to what the Staff Colleges have been doing. He recommended that their curricula should emphasise the history of the military. Finally, he reminded the audience that they had taken important steps in signing the document on what had been discussed as expressed in the Fourth ACoC decisions. The task ahead was to implement the decisions taken at the conference.

Fourth African Conference of Commandants

Appendices

Appendix A
Programme[1]

Time	Item	Responsibility	Remarks
Saturday 30 October 2010			
08:00–18:00	Arrivals		Depends on itinerary
Sunday 31 October 2010			
08:00–09:00	Arrivals and registration	MOD/SCSC/ISS	Official arrivals
Monday 1 November 2010			
08:30–09:30	Registration (continued)	MOD/SCSC/ACoC sec.	Service/ Formal dress
09:30–13:00	Opening ceremony and transfer of ACoC chair	3rd & 4th ACoC chair/ACoC sec.	"
	Introduction of delegates	ACoC secretariat	"
	Speech by 3rd ACoC chair	3rd ACoC chair	"
	Speech by 4th ACoC chair	4th ACoC chair	"
	Speech by guest of honour	CinC or MOD	Delivered by Lt Gen. I Koreta on behalf of CinC
	Group photo	ACoC sec.	"
13:00–14:00	LUNCH BREAK	HOTEL	
14:00–14:45	Review of previous ACoC	3rd ACoC chair/ACoC sec.	
14:45–15:15	Operationalisation of ACoC: the challenges of funding	Sandra Oder/ACoC sec.	
15:15–15:45	NATO briefing	Rear Admiral Svend-Erik Estellon	
16:00–17:00	COFFEE/TEA BREAK AND TOUR OF SCSC KIMAKA	SCSC Kimaka	
17:00–	FREE EVENING		
Tuesday 2 November 2010			
09:00–09:10	Administrative announcements	Conference coordinator	
09:15–10:00	CDF's address to the conference	Uganda	Moved to 1 Nov.
10:00–10:45	The role of civilians in PSOs	Ms Amanda Magambo, EASBRIG	
10:45–11:15	TEA/COFFEE BREAK	HOTEL	

Time	Item	Responsibility	Remarks
11:15–11:45	Politics and coherent peacekeeping	Mr David Mwaniki	
11:45–12:15	The role of police in peacekeeping	Maj. Gen. Mike Fryer	
12:15–12:45	Briefing on the ECOWAS CJAX	Col. Christopher Nutakor Ghana Armed Forces Command and Staff College	
12:45–14:00	LUNCH	HOTEL	
14:00–14:30	SADC CJAX: lessons learned	Col. Sean Stratford, on behalf of Gen. Sipho Mashobane	
14:30–15:00	CJAX expansion and future funding of ACoC by the UK	Lt Col. Alex Murray British Support Team South Africa	
15:00–16:00	Group discussion[2]	ACoC sec.	
16:00–16:15	TEA/COFFEE BREAK	HOTEL	
16:15–17:00	Group feedback	Group chairs/rapporteurs	
19:00–22:00	Official dinner	4th ACoC chair	Formal dress (jacket & tie)
Wednesday 3 November 2010			
09:00–10:00	AMISOM briefing	Lt Gen. Katumba Wamala UPDF	
10:00–10:15	TEA/COFFEE BREAK	HOTEL	
10:15–11:00	Review of 4th ACoC decisions & recommendations	ACoC sec.	
11:00–11:30	Signing of 4th ACoC decisions & recommendations	ACoC sec.	
11:30–12:45	Official closing of 4th ACoC	Hon. J J Odongo	Uganda
12:45–14:00	LUNCH	HOTEL	
14:00–18:00	Tour of the Nile	MOD/SCSC	Casual dress
19:00–23:00	Official entertainment	Ndere Troupe/UPDF Band	Casual dress
Thursday 4 November 2010			
08:00–19:00	Departure	MOD/UPDF Protocol	

NOTES

1   Abbreviations used in this programme can be found in the list of abbreviations and acronyms that appears at the start of this report.

2   In the allocated breakaway rooms.

Appendix B

List of participants

Name	Position	Email address
Maj. Gen. Andrew Gutti	Commandant Senior Command and Staff College Kimaka, Uganda	c/o kasiitag@hotmail.com
Col. Gowa Kasiita Apollo	College Coordinator Senior Command and Staff College Uganda	kasiitag@hotmail.com
Col. Joseph E Seelo	Acting Commandant Defence Command and Staff College Botswana	josephseelo64@hotmail.com
Lt Col. Christopher Ferguson	Directing Staff Defence Command and Staff College Botswana	chris28sqn@yahoo.com
Col. Alexis Ndayizeye	Commandant Burundi Senior Military Studies Grouping Burundi	ndayizeyealexis@yahoo.fr
Maj. Gen. Ahmed Abdallah	Commandant Egyptian Command and Staff College Egypt	c/o sherifelassy@hotmail.com
Maj. Gen. Kwesi Yankson	Commandant Ghana Armed Forces Command and Staff College Ghana	kyankson@hotmail.com
Col. Christopher Nutakor	General Coordinator Ghana Armed Forces Command and Staff College Ghana	chrisnutakor@msn.com
Col. Loonena Naisho	Head of Writing Team Kenya Defence Staff College Kenya	knaisho@gmail.com
Maj. Gen. Ahmed Mahmud Ali Azwai	Commandant Command and Staff College Libya	c/o issahadiali@hotmail.com
Brig. Gen. Ali Abduljalil Latif	Chief of Staff Command and Staff College Libya	c/o issahadiali@hotmail.com
Col. Milad Saleh Alfiteuri	Staff Command and Staff College Libya	c/o issahadiali@hotmail.com

Name	Position	Email address
Mr Issa Hadi Mahrug	Staff Command and Staff College Libya	issahadiali@hotmail.com
Brig. Gen. Joseph H Kakoto	Commandant Namibia Military School Namibia	namuzimbiwiinane@yahoo.com
Maj. Matias H K Ndamanomhata	Staff Namibia Military School Namibia	mndamanomhata@yahoo.com
Air Vice Marshal Sunday A Leks	Commandant Armed Forces Command and Staff College Jaji, Nigeria	sundaydaika@yahoo.com
Flt. Lt Istifanus Dafup Mwanlong	Staff Armed Forces Command and Staff College Jaji, Nigeria	aaronisti@yahoo.co.uk
Lt Col. Osita Uche Nwankwo	Staff Armed Forces Command and Staff College Jaji, Nigeria	osywankwo@yahoo.com
Col. Aloys Muganga	Commandant Rwanda Military Academy – Gako Rwanda	aloysmuganga@yahoo.co.uk agmuganga@yahoo.com
Brig. Gen. Sipho D Mashobane	Commandant South African National War College	cmdtsanwc@webmail.co.za siphomashobane@yahoo.com
Col. Sean Stratford	Chief Instructor South African National War College South Africa	warcollege@webmail.co.za
Maj. Gen. Salih Mohammed Abdel Rasoul	Commandant Sudanese Joint Staff Services Command and Staff College Sudan	salihabderasoul@yahoo.com
Lt Col. Alaa Eldin Osman Mirghani	Instructor Sudanese Joint Staff Services Command and Staff College Sudan	alaamamour@yahoo.com
Brig. Gen. Ezekiel E Kyunga	Commandant Tanzania Defence Command and Staff College Tanzania	cscarusha@yahoo.com ekyunga@hotmail.co.uk
Brig. Gen. Jeff John Freddy Chisenga	Commandant Defence Services Command and Staff College Zambia	jjchisenga@yahoo.com
Col. Christopher Chellah	Directing Staff Defence Services Command and Staff College Zambia	sikongwa@yahoo.com
Brig. Gen. Thomas Moyo	Commandant Zimbabwe Staff College Zimbabwe	thmsmoyo@yahoo.co.uk
Grp Capt. Brian Chikonzo	Chief Instructor Air Power Zimbabwe Staff College Zimbabwe	bjchikonzo@yahoo.co.uk
Col. Prime Ngowenubusa	Chief J2 Military Information, Eastern Africa Standby Coordination Mechanism Kenya	ngowenubusap@yahoo.fr planelm.jz.chief@easbrig.org
Ms Amanda Magambo	Senior Civilian Planning Officer PLANELM, EASBRIG Kenya	amanda.magambo@gmail.com

Name	Position	Email address
Col. Daniel Ladzekpo	Programme Officer Operations and Training, Economic Community of West African States, Abuja, Nigeria	danielladzekpo@yahoo.co.uk
Rear Admiral Svend-Erik Estellon	Director, Academic Plans and Policy NATO Defence College Italy	s.estellon@ndc.nato.int
Mr David Mwaniki	Chief Executive Officer Global Crisis Solutions South Africa	david@globalcrisissolutions.org
Maj. Gen. Mike Fryer	Former Police Commissioner UNAMID Sudan	mfryer1@gmail.com
Lt Col. R M Alex Murray	Embedded British Officer South African National War College, British Peace Support Team South Africa South Africa	so1.sanwc@bpstsa.co.za
Lt Col. James Iulo	Branch Chief, Outreach Directorate US Africa Command (AFRICOM) Germany	james.iulo@africom.mil
Ms Anne Moen	Professional Military Education Specialist US Africa Command (AFRICOM) Germany	anne.moen@africom.mil
Ms Sandra Oder	Head/Facilitator/Presenter ACoC secretariat Pretoria, South Africa	soder@issafrica.org
Mr Emmanuel Nibishaka	Facilitator ACoC secretariat Pretoria, South Africa	nibiemma@yahoo.fr
Ms Irene Ndung'u	Facilitator/Documentation ACoC secretariat Pretoria, South Africa	indungu@issafrica.org
Ms Mmakwena Rabele	Administrator ACoC secretariat Pretoria, South Africa	mrabele@issafrica.org

Decisions of the Fourth ACoC meeting

1. **RECALLS** the Decisions adopted by the Third African Conference of Commandants (ACoC) held in Cairo, Egypt and reiterates the need for an annual ACoC to be attended by **all** participating African Staff Colleges and extends invitations to other African countries, particularly those from the Central African Region as well as African Regional Peacekeeping Training Centres/Centres of Excellence and other organisations that share ACoC's aspirations.

2. **ACKNOWLEDGES** the initiatives taken by the Second ACoC to operationalise and develop the decision on Combined Joint African Exercises (CJAX) being undertaken at regional and Member State levels and notes with satisfaction the achievement made by the Economic Community of West African States (ECOWAS) and the Southern African Development Community (SADC).

3. **FURTHER ACKNOWLEDGES** that the implementation of Decisions undertaken in previous conferences is an ongoing process despite limited resources.

4. **ENDORSES** the work of ACoC as contained in the minutes of the Third ACoC and the subsequent discussions during the Third ACoC, and subsequent conduct of 'Exercise Uhuru' in Gaborone, Lusaka and Pretoria and ECOWAS CJAX in Ghana and notes with gratitude the participation of the current ACoC Chair and other participating members in their different capacities.

5. **FURTHER ENDORSES** the process undertaken by the Command and Staff College, Libya to communicate with the Ministers of Defence and Chiefs of Defence Staff Meetings in seeking recognition with the African Union and encourages all participating ACoC Staff Colleges to do so.

6. **STRESSES** the objectives of ACoC to enhance harmonisation, interoperability, commonality, standardisation and cooperation between African Staff Colleges, which have been applied by the Fourth ACoC's theme of: 'Towards developing a common, continental force for better efficiency in a multinational environment'.

7. **FURTHER REITERATES** that ACoC should take full ownership of its destiny and should strive for full ownership of the processes and consequences.

8. **NOTES** with gratitude the significant attendance of the invited African countries for the Fourth ACoC and extends sincere appreciation to the Senior Command and Staff College, Uganda for the successful hosting of the Fourth ACoC.

9. **FURTHER** extends its deepest appreciation to the outgoing Chair for the outstanding contribution to the aspirations of ACoC.

10. **EXTENDS** its heartfelt wishes to the current Chair.

11. **FURTHER NOTES** that the ECOWAS and Eastern African Standby Brigade Coordination Mechanism were represented and further encourages other Regional Economic Communities to participate in future conferences.

12. **NOTES WITH** pride that concrete plans of establishing a Pan African Command and Staff College, made in previous conferences have been taken up with the

Command and Staff College, Libya taking the lead in this regard.

13. **ACKNOWLEDGES** the ongoing consultations amongst Southern African participating Member States to host the next ACoC. Further notes with pleasure the consideration by the Armed Forces Command and Staff College, Jaji, Nigeria, to host the Sixth Conference in 2012.

14. **DECIDES** that:

a. The ACoC logo be a permanent logo for official documentation. In taking this further, the ACoC secretariat should approach the AU to clarify the use of the flag. In case this is not permissible, the map of Africa with the symbols of an open book and a pen lying across the open book and the words 'knowledge, peace and unity' could be used as an alternative logo. The secretariat should present an artistic impression for the design and submit it for consideration to the Chair for presentation at the next meeting.

b. A memorandum of understanding, Charter or Organisational understanding between Staff Colleges, be initiated as a framework that incorporates all previous decisions and operating procedures in a logical manner with the objectives, organisation and terms of office of ACoC Chair in a structured document. The secretariat is charged with the drafting of the document, to be presented at the next ACoC for debate and adoption.

c. Based on the discussions of previous conferences on the establishment of a Pan African Command and Staff College, to adopt the proposal that spells out practical guidelines to establish such an African Staff College as suggested by the Command and Staff College Libya for presentation to the AU as an ACoC recommendation.

d. The issue of ACoC and its funding mechanisms be tabled at the next AU Ministers of Defence and Chiefs of Defence Staff meetings to present a collective stand of African Staff College Commandants. The previous Chairs and current Chair of the ACoC should be part of this meeting.

e. The Institute for Security Studies (ISS) should continue to assume the role of the secretariat until the Fifth conference.

f. Linking ACoC with relevant desk officers on peace and security at regional grouping headquarters will streamline and harmonise ACoC activities.

g. Long-term planning for the hosting of conferences should be encouraged and attempts should be made to have concrete commitments on the hosting of conferences upon the completion of any one conference.

h. The ACoC secretariat produces a detailed budget and workplan to be presented to the conference for purposes of accountability and transparency.

i. The ACoC portal to be strengthened to enhance inter-college communication such as video-conferencing.

j. The following activities be undertaken:
   i. Conduct exchange visits – commandants, directing staff and students, within the region and also bilaterally
   ii. Conduct supporting actions for purposes of sharing experiences and lessons learned, which include the ACoC website, newsletter, quarterly reports, publication of articles
   iii. Link activities with those of the African Standby Force at regional level
   iv. Link with African Peace Support Trainers' Association and regional centres of excellence.

k. Regional Economic Communities should be considered for funding.

l. Funding should be sought from development partners.

m. Staff Colleges need to consider budgeting for ACoC activities.

n. Voluntary contributions should be sought from participating Staff Colleges and other well-wishers.

ISS Head Office

Block D, Brooklyn Court, 361 Veale Street
New Muckleneuk, Pretoria, South Africa

Tel: +27 12 346 9500   Fax: +27 12 346 9570
E-mail: iss@issafrica.org

ISS Addis Ababa Office

5th Floor, Get House Building,
Africa Avenue, Addis Ababa, Ethiopia
Tel: +251 11 515 6320/24/67/98   Fax: +251 11 515 6449
E-mail: addisababa@issafrica.org

ISS Cape Town Office

2nd Floor, The Armoury Building, Buchanan Square
160 Sir Lowry Road, Woodstock, South Africa

Tel: +27 21 461 7211   Fax: +27 21 461 7213
E-mail: capetown@issafrica.org

ISS Dakar Office

Stèle Mermoz, 100x Elhadji,
Ibrahima Niasse MZ83, Senegal
Tel: +221 33 824 0918/21   Fax: +221 33 824 2246
E-mail: dakar@issafrica.org

ISS Nairobi Office

Braeside Gardens,
Off Muthangari Road, Lavington, Nairobi, Kenya

Tel: +254 20 386 1625   Fax: +254 20 386 1639
E-mail: nairobi@issafrica.org

ISS Pretoria Office

Block C, Brooklyn Court, 361 Veale Street
New Muckleneuk, Pretoria

Tel: +27 12 346 9500   Fax: +27 12 460 0998
E-mail: pretoria@issafrica.org

www.issafrica.org

CONFERENCE REPORT

ISBN 978-1920422-50-9

9 781920 422509