

Report of the 3rd African Conference of Commandants



Compiled by Irene Ndung'u, Stephen van Neel and Takawira Musavengana
Hosted by the Egyptian Command and Staff College, Cairo, Egypt, 9 – 13 November 2009

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**3rd African Conference
of Commandants**

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Overview

The African Conference of Commandants (ACoC) is an annual gathering of Commandants that meets to discuss a myriad of issues in the realm of military education. To this end, ACoC's aim is to enhance harmonisation, interoperability, commonality, standardisation and co-operation between African command and staff colleges as a contribution to the African Standby Force (ASF) and Peace Support Operations (PSOs). The Egyptian Command and Staff College (ECSC) hosted the 3rd ACoC meeting under the theme of 'The Role of African Command and Staff Colleges in Training for African Union Peacekeeping Operations'.

The following 18 colleges attended the conference: Libya Command and Staff College; Kenya Defence Staff College; Uganda Senior Command and Staff College; Tanzania Command and Staff College; Ghana Armed Forces Command and Staff College; Algeria Command and Staff College; Nigerian Armed Forces Command and Staff College; Botswana Defence Command and Staff College; Namibia Military School; South African National War College; Sudanese Joint Staff and Command College; Zambia Defence Services Command and Staff College; and Zimbabwe Command and Staff College. The Senegal Armed Forces' Director of Training and Doctrine also attended the event. Other institutions represented were the Peace and Security Department of the African Union (AU), the Economic

Community of West African States (ECOWAS), the Southern African Development Community (SADC) Organ on Politics Defence and Security Cooperation (the Organ), the embassy of Tunisia in Egypt, and the North Atlantic Treaty Organisation (NATO) through the NATO Defence College. Participants included seven Major Generals, eight Brigadier-Generals, 12 Colonels, three Lieutenant Colonels, and one Captain. The event was also attended by several senior officers of ranks ranging from Major Generals to Captains and a number of other non-commissioned officers from the Egyptian armed forces.

The agenda of the 3rd ACoC focused on the following issues:

- The training method and combat doctrine of the ASF
- The role of Regional Economic Communities (RECs) in the implementation of ASF Doctrine
- The role of African think tanks in military education
- The challenges of managing and reforming the defence sector
- Egypt's role in Africa and in peacekeeping operations
- The development of the Combined Joint African Exercise (CJAX)
- The role of civil society in peace support operations and
- The NATO briefing

Conference report

Day 1

Welcome and official opening address

MAJOR GENERAL HASSAN

Address by the outgoing chairperson of the 2nd ACoC

MAJOR GENERAL KWESI YANKSON

Address by the incoming chairperson of the ACoC

MAJOR GENERAL AHMED ABD ALLAH

Welcome and official opening address

MAJOR GENERAL HASSAN

The Assistant to the Secretary General of the Minister of Defence and Military Production, Egypt

Major General Hassan welcomed all participants to Egypt and conveyed greetings from the Chief of Defence Staff (CDS) and the Chief of Staff, Egypt. He noted that it is of key importance to maintain security and eliminate conflict on the African continent, observing that Africa can overcome its challenges through constructive cooperation. He cited Egypt's cooperation with African countries in achieving independence, which was anchored in the belief that Africa's security is integrated and cannot be divided. Major General Hassan observed that most African nationalism and liberation movements started in Cairo. He noted Egypt's contribution in support of African countries' quests for independence and sovereignty. Egypt, he added, asserted its role in settling disputes and conflicts through cooperation with African countries, in the belief that Africa is for Africans.

He added that Egypt continues to realise its goal of cooperation with most countries on the African continent through training, student exchange programmes and peacekeeping. Such cooperation is aimed at building brotherly bridges and settling disputes that may lead to continuous conflicts and war. He noted further that Egypt has always welcomed African students to attend scientific, educational and specialised academies and colleges in Egypt such as the Nasser Higher Military Academy, which is regarded as one of the most prestigious military academies in the world. The leadership of Egypt recognises its role in maintaining security in Africa and building bridges across the continent, which has been demonstrated through participation by Egypt in all conferences and high profile meetings held for Africa.

Major General Hassan ended his remarks by wishing all the participants a pleasant stay in Egypt.

Address by the outgoing chairperson of the 2nd ACoC

MAJOR GENERAL KWESI YANKSON

Commandant, Ghana Armed Forces Command and Staff College (GAF CSC)

As outgoing chairperson of the 2nd ACoC, Major General Kwesi Yankson conveyed greetings from the CDS Ghana and students from the GAF CSC. He thanked participants of the 3rd ACoC, and extended special thanks to the ECSC for hosting this conference as well as the Institute for Security Studies (ISS) for hosting the Secretariat of ACoC. The Commandant expressed his gratitude and appreciation for the support and confidence shown in him during his tenure as chairperson of the 2nd ACoC.

The outgoing chairperson noted that two years in the life of ACoC was too short a time to assess the performance of the organisation. He noted, however, that the impressive attendance of the 3rd ACoC was an indication of the ACoC members' commitment to the ideals of the organisation. The Ghanaian Commandant, who had only taken over chairpersonship of the 2nd ACoC in May 2009 from Major General R. E. Baiden, noted that, even though his tenure had been short, it had been worthwhile. He also took the opportunity to review progress made with regard to the implementation of the decisions taken during the 2nd ACoC. Some of these decisions were that:

- The chairperson of ACoC (with the assistance of the ACoC Secretariat) was to popularise the ACoC workplan and search for funding as well as guide the implementation of its activities and undertake a briefing visit to strategic capitals on the continent for the purpose of soliciting a patron for ACoC
- CJAX was to be undertaken at regional and member state levels and be made part of the syllabi in staff colleges. Consequently a work group was to be constituted per region (ECOWAS and SADC) to develop the concept of CJAX. Thereafter, another work group was to be established per region to undertake the writing and implementation of CJAX on a pilot basis

- The ACoC Secretariat was to draft the implementation plan for CJAX
- The ACoC training plan was to be all-inclusive to cover the components of the ASF
- A group of experts was to be assembled to look at the standardisation of the curriculum and PSO doctrine and report its findings to the 3rd ACoC and
- Awareness of the role of civilians and police in PSOs was to be enhanced, including usage of the ACoC portal to inter-link library and other resources for use by members of ACoC in their curriculum

While regretting that not as much had been achieved in terms of fulfilling some of the decisions as he would have wished, Major General Yankson stated that the 2nd ACoC may have been a bit ambitious in its aspirations.

He advised that ACoC should perhaps go slower on activities and objectives it hopes to achieve, stressing that objectives set are not beyond accomplishing but require time and support from the AU and ACoC member states.

Despite the challenges in attaining the 2nd ACoC goals, Major General Yankson reported that the following activities had taken place: the CJAX Work Group Meeting on 11 and 12 June 2009 in Pretoria, South Africa; a SADC CJAX Work Group Meeting in Gaborone, Botswana on 2 and 3 September 2009; a seminar with the theme 'The Role of African Staff Colleges in the African Union Peace and Security Architecture particularly in Supporting Human Security Goals', held and organised by the ISS; as well as ACoC's participation at the AU Map Exercise (MAPEX) in Addis Ababa, Ethiopia from 31 August to 4 September 2009.

Major General Yankson expressed his regret at the ECOWAS Work Group's inability to meet in order to plan for the CJAX for the West Africa region. However, he

conveyed Ghana's willingness to host the ECOWAS Work Group in cooperation with ECOWAS, which he reported as having expressed eagerness to facilitate such a planning meeting. He was also happy to report that ACoC has a functioning website (www.acoc-africa.org) and urged ACoC members to use the website actively.

He noted that the inability of ACoC to undertake most of its activities could be attributed to lack of funds and co-ordination. He observed that if African governments and the African Union Commission (AUC) recognised the importance of ACoC and its importance to the ASF, then the needed support might be forthcoming. In this regard, Major General Yankson proposed that the Conference

nominate or identify a person that would popularise the ACoC workplan in these important constituencies.

Addressing his successor, Major General Ahmed Abd Allah, Major General Yankson said that the challenges facing ACoC might be many but the opportunities were great. He observed the need for a permanent Secretariat for the ACoC in order to speed up the implementation of ACoC activities.

In conclusion, he urged ACoC members to give the incoming chairperson the necessary support and cooperation. After these remarks, Major General Yankson handed over the chairmanship of the ACoC to the Commandant of the ECSC, Major General Ahmed Abd Allah.

Address by the incoming chairperson of the ACoC

MAJOR GENERAL AHMED ABD ALLAH

Commandant, Egyptian Command and Staff College (ECSC)

At the beginning of his speech, Major General Abd Allah thanked the Commandants present for accepting the invitation to attend the 3rd ACoC. He extended special thanks to South Africa for pioneering ACoC and to the GAFSC for enhancing cooperation between African staff colleges. He accepted the honour of being involved in and leading the implementation of the activities of the ACoC.

Major General Abd Allah observed that Africa's colonial legacy has led to many areas of conflict and that the role of staff colleges is to find solutions through the AU and RECs. This, he argued, should be carried out through the Constitutive Act of the AU. In this regard, he noted that, if the role of armed forces is to defend countries, the role of colleges is to prepare succeeding generations

of officers to achieve this goal. He added that the ECSC is concerned with scientific qualifications of peacekeepers, as should be the concern of African staff colleges in preparing students for peacekeeping. This scientific qualification could be taught through unified syllabi and specialised courses that are specifically African in context. Major General Abd Allah called for such courses to be designed and offered in one of the RECs.

Finally, the general thanked the Ministry of Defence of Egypt, and the CDS for their belief in extending bridges to African brotherly colleges and for Egypt's role in promoting Africa's quest for a secure future. His acceptance speech ended with a briefing on the ECSC.

Conference report

Day 2

The African Standby Force doctrine
and training policy

COLONEL HESHAM A. F. METWALY

Training method and combat doctrine of SADC Standby Force (SADCSF)

BRIGADIER GENERAL LANCASTER BOTTOMAN

The role of RECs in the implementation of the ASF doctrine:
the case of ECOWAS

COLONEL MAMADOU SOWE

Mitigating the challenges of military education in ACoC:
the role of African think tanks

DR NAISON NGOMA

Challenges of managing and reforming the defence sector

DR DAVID CHUTER

The Egyptian role in supporting Africa and participation of
the Egyptian armed forces in peacekeeping operations

COLONEL EHAB KHEDR

The African Standby Force doctrine and training policy

COLONEL HESHAM A. F. METWALY
ASF Senior Policy Officer

Colonel Metwaly began his presentation by indicating that the policy framework for the establishment of the ASF and Military Staff Committee (MSC) prescribes the development of a variety of policies for the ASF. The 'Road Map for the operationalisation of the ASF' further proposed the formulation of policies for the five primary domains: Doctrine; Command and Control; Logistics, Communications and Information System (C3IS); Training and Evaluation; and Standard Operating Procedures (SOP).

The achievement of the tasks was approached through the participation of all the RECs and Regional Mechanisms (RMs), which are considered as very important in ensuring African-wide contribution and collaboration. In this regard, the RECs/RMs were requested to host different workshops, in collaboration with the AUC and with financial support from various partners and/or sponsors. The workshops were conducted under AU guidance, with the participation of experts nominated by the RECs/RMs. The following were some of the activities that had taken place thus far:

- Doctrine: SADC conducted workshops in Namibia and Botswana
- Logistics: Eastern Brigade conducted a workshop in Kenya
- Training and Evaluation: Economic Community of Central African States (ECCAS) conducted a workshop in Angola
- C2 & C3IS: North African Regional Community (NARC) conducted a workshop in Cairo and
- SOP: Economic Community of West African States (ECOWAS) conducted a workshop in Abuja

The 2nd Ordinary Meeting of African Ministers of Defence and Security that was held in Addis Ababa, Ethiopia on 28 March 2008 had adopted the ASF Doctrine.

Reference materials for the ASF Doctrine include the Charter of the United Nations; the AU Constitutive Act and the 'Protocol Relating to the Establishment of the Peace and Security Council of the African Union'. The ASF Doctrine itself is divided into eight chapters:

- Chapter 1: Background
- Chapter 2: Peace Support Operations strategic context, concepts and direction
- Chapter 3: Nature, fundamentals and principles of peace support operations
- Chapter 4: The components of the ASF and planning consideration
- Chapter 5: African Standby Force missions and tasks
- Chapter 6: PSO techniques
- Chapter 7: Planning multi-dimensional peace support operations
- Chapter 8: Legal dimensions of PSO

In relation to the ASF training policy, Colonel Metwaly identified the following stages and levels of the training process: first is 'Basic Training', which is made up of knowledge acquired by each soldier/police officer in his or her national army/police force.

Second is the basic 'Peace Support Operation Training', which is provided to individual military, police and civilian personnel and units; staff officers and specialists (special duties); and the command groups and staff elements. The training of command groups and staff elements, conducted by AU/RECs/RMs, contributes significantly to the effectiveness and cohesion of the forces and the capabilities of the command.

The Colonel concluded his presentation by observing that command groups are trained to work at the tactical and operational levels in a complex multi-dimensional

peace support mission at regional level, the AU level or in a joint operation with the UN. Hence, they should possess practical knowledge of ASF and UN procedures,

implement a joint planning process, and be able to function effectively as members of a joint multi-national force command.

Training method and combat doctrine of SADC Standby Force (SADCSF)

BRIGADIER GENERAL LANCASTER BOTTOMAN
Director of Plans at South African Development Community – ASF

General Bottoman started off by cautioning that training for the sake of training is meaningless and could amount to a waste of limited resources and time. However, if training is intended to achieve a strategic objective, it must be designed so that the desired end states can be secured. When training is conducted it must be based on a systematic approach, with some form of methodology being applied to ensure good results and professionalism.

He noted that there is a need for conducting needs analyses so that what is to be provided as part of training should be compatible with the identified needs. Also a process of aligning training with doctrine would serve to uphold quality assurance. Doctrine must be tested over a considerable period of time and constantly updated to keep abreast with the security challenges it prepares forces for.

There is no doubt that the training and PSO doctrine of the SADCSF are inextricably intertwined to create synergy and cohesion at different levels of command. There are various training methods, which are applied in SADC to ensure quality outputs. For instance, during individual training that takes place in member states, pre-deployment training focuses on command and control, staff procedures, information system, logistics etc. Also in collective training at regional level, all different participating components are sensitised regarding their unique roles. This is carried out to ensure that participants are equipped at lower and higher tactical levels with the requisite know-how in respect of peace support. Participants attend regionally organised/sponsored courses covering doctrinal aspects of maritime, air, and landward capabilities, as well as humanitarian assistance-related courses.

Addressing the training method and doctrinal aspects of the ASF, General Bottoman observed that it is imperative to identify generic tasks which are performed

during PSOs because in that way trainers are able to pay attention to areas which require emphasis in the provision of training. He added that observation and monitoring are aspects that are critical for the success of PSOs and that supervision of truces and ceasefire, demobilisation and integration are all driven by SOP that participants should be familiarised with. These tasks demand that a peacekeeper be professionally trained in order for them to cope with the tasks that lie ahead.

Training methods may vary because the participants' level of knowledge may determine or inform the type of training method. He added that, even though there are a number of basic methods or approaches to training, the one that seems most appealing is the conducting of and participation in peacekeeping/support exercises. In this approach, participants are expected to solve operationally related challenges so that plans can be generated and subsequently executed to achieve the desired outcomes. In this regard, doctrinal aspects are tested and serve as lessons learnt after the exercise. Other methods entail tailor-making training to achieve objectives set for each grouping under instruction and could be lecture-type instruction or include video films as another effective medium to demonstrate different outcomes in a conflict situation. Additionally, small group discussions could be held in which individuals use their common experience for the benefit of all in solving a problem. Other effective training methods include the use of seminars, workshops, case studies, simulation and role-playing. Standardisation to test and supplement knowledge and skills could also be considered.

Speaking on doctrinal imperatives, General Bottoman informed delegates that the peacekeeping doctrine of SADCSF encompasses a wide range of aspects from strategic PSO contexts, concepts and directions. It is

worth noting that SADC SF doctrine is similar to the AU doctrine. All these concepts are cascaded down to operational and to higher and lower tactical levels. The activities that take place during planning are supposed to be in line with the acceptable principles of PSOs. The overarching activity is the planning of all these activities and the identifying of capabilities and viable structures that can assist this process. He added that it is prudent to

consider doctrine when training is to be initiated so that value can be added to the process of preparing men and women for PSOs. Officers who are selected to provide the training must have all the relevant attributes to meet the challenge.

In conclusion, General Bottoman observed that a well-trained force that does not deviate from its doctrinal standpoint stands a better chance of successfully saving lives.

The role of RECs in the implementation of the ASF doctrine

The case of ECOWAS

COLONEL MAMADOU SOWE

Logistics Officer/Acting Facility Manager-ECOWAS Logistics Facility, Freetown, Sierra Leone

Colonel Sowe provided a preliminary background on the 15-member ECOWAS as well as the current status of the implementation of the ASF Doctrine in ECOWAS, in particular the ECOWAS peace and security architecture and the current status of the ECOWAS Standby Force (ESF) Road Map.

The ECOWAS peace and security architecture's legal basis arose from the 'ECOWAS Framework for Conflict Prevention and Management Resolution'; namely, the 'Protocol on Non-aggression', which was established on 22 April 1978 and the 'Protocol on Mutual Assistance in Defense' of 29 May 1981.

These two protocols were adopted to protect national sovereignty and integrity of member states against external aggression, but, as Colonel Sowe argued, the protocols were grossly inadequate for their intended purposes and did not prevent, or provide relief for, conflict in Liberia (1990-1999, 2003), Sierra Leone (1997-2000) or in Guinea Bissau (1998), for example.

Consequently, a new holistic approach was sought as set out in Article 58 of the 1993 Revised Treaty entitled 'Regional Security'. This new treaty provided the framework for a holistic approach to regional conflict. Colonel Sowe also reported on the ECOWAS military vision, which seeks to define, build, organise, and maintain an ECOWAS standby regional military capability in peacekeeping and humanitarian assistance to a level of self-sustenance in the areas of troops and logistics' support. This is intended to respond to internal or external regional crises or threats to peace and security, including terrorist and/or environmental threats.

According to the ECOWAS military strategy, the ESF should comprise pre-determined regional standby units that are highly trained, equipped, and prepared to deploy as directed in response to a crisis or threat to peace and

security. The ESF Task Force will comprise 2 773 soldiers within pre-determined units and be prepared to deploy within 30 days and be fully self-sustaining for 90 days. The ESF Main Brigade will comprise 3 727 soldiers (totaling 6 500) within pre-determined units and be prepared to deploy within 90 days and be fully self-sustaining for 90 days.

The ESF specified missions, according to Article 22 of the Revised Treaty, include: observation and monitoring; peacekeeping and restoration of peace; humanitarian intervention in support of humanitarian disasters and relief; enforcement of sanctions including embargoes; preventive deployment; peace-building, disarmament and demobilisation; policing activities including the control of fraud and organised crime; and any other operations as may be mandated by the Mediation and Security Council.

The Mission Planning and Management Cell (MPMC) developed the current status of the ECOWAS architecture in line with the units developed in 2004 and the operational framework document in 2005, which includes the ESF Road Map.

The updated ESF Road Map structure includes a police element which consists of two police and gendarme officers at the ECOWAS Strategic PLANELM since 30 April 2007, as well as a gendarme officer at the ESF TFHQ (Operational) since April 2009. It also consists of two Formed Police Units (FPUs), which have been pledged by Benin and Senegal. The police structure has been designed to comprise 1 470 personnel divided into 45 personnel for the HQ, six FPUs, each of 125 personnel, and 675 individual police officers. Concept documents as well as the identification of pledges for FPUs and individual police officers were adopted at the Committee of the Chief of Security Services (CCSS) Meeting held in Abuja, Nigeria on 6 November 2009.

Colonel Sowe, however, reported that the civilian component of the ESF was yet to be established. A workshop to address this gap was conducted from 14 to 16 October 2009 at the Kofi Annan International Peacekeeping Training Centre (KAIPTC), Accra with the following recommendations:

- Establishment of a civilian planning element comprising four members, and a head of component with three additional staff (rostering officer, planning/coordination officer and a logistics officer)
- Such a civilian planning element should be in place by 2010
- Refining of the civilian road map and
- Implementation of the civilian road map by 2010

The conference learnt that the ESF PSO Doctrine was based on the ASF Doctrine. The ASF SOPs were developed by ECOWAS in 2006 on behalf of the ASF. Colonel Sowe also observed that the ESF operational framework document was reviewed in 2008, with the tactical SOPs and the establishment of memoranda of understanding (MOUs) with member states in respect of pledged units of the ESF

proposed for the early part of 2010. The ECOWAS training needs analysis for operational requirements had been outsourced to the KAIPTC, while the analysis of strategic needs had been outsourced to the African Centre for Strategic Studies (ACSS).

Also in place are designated training centres of excellence for ECOWAS PSOs, namely:

- Strategic Training Centre – National Defence College, Abuja, Nigeria
- Operational Training Centre – KAIPTC, Accra, Ghana and
- Tactical Training Centre – Ecole de maitaien de la Paix Alioune Blondin Beye (EPMABB), Bamako, Mali

Training in terms of the ESF units of the Western Battalion, both the CPX and FTX (EX DIGGO XXVII, Dakar, 2007), has been validated, as has training in terms of the ESF TF HQ: CPX (Ex-JIGUI, Bamako, 2008), and the ESF TF LOG Composite Battalion: FTX (Ex-JIGUI, Ouagadougou, 2009). Validation of the training of the ESF Eastern Battalion on the CPX and FTX was expected to take place in the first quarter of 2010.

Mitigating the challenges of military education in ACoC

The role of African think tanks

DR NAISON NGOMA

Former Head of ACoC Secretariat, Institute for Security Studies

Dr Ngoma noted that think tanks play a vital role in the political and policy arena at the local, national, sub-regional, regional and global levels. They provide public policy research, analysis and advice and facilitate the making of informed choices on issues of domestic, sub-regional and regional as well as international concern.

In the African context, as of 2 July 2009, Dr Ngoma noted that there were 5 400 think tanks in the world, approximately 400 of which were in Africa. The critical roles of think tanks include:

- Mediating between government and the public to help build trust and confidence in public officials
- Serving as an informed and independent voice in policy debates
- Identifying, articulating, and evaluating current policy issues, proposals and programmes
- Transforming ideas and emerging problems into policy issues
- Interpreting issues, events and policies for the media to facilitate public understanding of internal policy issues
- Providing a constructive forum for the exchange of ideas and information between stakeholders in the policy formulation process
- Providing personnel for the legislative and executive branches of government and
- Challenging the conventional wisdom, SOPs and business-as-usual attitude of bureaucrats and elected officials

Discussing why think tanks should be concerned with mitigating challenges related to military education, he noted that global security cannot be ensured as long as large regions of the globe are the arenas of violence,

poverty, and illegitimacy. He added that citizens are deeply anxious about their personal safety given the generally heavy expenditure on the military in countries. Dr Ngoma argued that think tanks are important in interrogating the question as to who controls the legitimate means of the use of violence. In this regard, he cited Max Weber, who argues that the monopoly on the legitimate means of the use of violence defines the state. This control over the use of violence involves three distinctive processes: establishment of a monopoly over the means of destruction and use of force; establishment of the legitimacy needed to subordinate violence to decision making; and the use of force, according to certain rules, against those citizens of the state who challenge its legitimacy.

He added that the security concept has been broadened to encompass both human security and social security, and questioned the extent to which those who profess the need for security and those targeted have understood this broadened concept. Dr Ngoma observed that there were no contemporary qualitative documents and lists of criteria which contain professional concepts and practices to assist in the reform of armed forces in modernising nations. Indicators of the professionalism of the armed forces include: doctrine, policies and management infrastructures; voluntary service, discipline and self-discipline; education and training; technical practices and expertise applied to success in military exercise and operations; officer-NCO-servicemen's (and women's) relationships; morale, leadership, ethos and reputation; and evaluation of efficiency and validity of measuring effectiveness.

Dr Ngoma concluded by noting the following as some of the constraints of African think tanks: lack of capacity and independence, external competition, and absence of acceptance and funding.

Challenges of managing and reforming the defence sector

DR DAVID CHUTER
Independent Consultant

David Chuter's discussion focused on the place of defence in the policy hierarchy. He also discussed the security community and threats and tasks in relation to a country's defence policy. As a starting point, Dr Chuter observed that a government is divided into a number of sectors of which security is one. However, all these sectors follow the same basic rules. Every sector has a political leadership, policy makers and implementers, technical advisers and operational organisations.

At the top of the policy hierarchy is government policy, followed by foreign policy, then the security policy and finally the defence, police/intelligence policy. Defence and the others come at the bottom of the policy hierarchy not because they are unimportant but because they are about implementation.

Dr Chuter defined security policy as the process of maintaining, coordinating and employing the assets of the security sector so that they contribute optimally to the nation's strategic goals. Defence policy, on the other hand, was defined as 'the process of maintaining, coordinating and employing the assets of the defence sector so that they contribute optimally to the nation's security policy goals'. Dr Chuter argued that security policy had become militarised when the reverse should instead be the case. He

noted that the security community uses defence policy to further a government's security policy goals, and government structures indicate that these policies are not simple and that they require an iterative process.

A government's security policy implies missions, which require planning. Planning on the other hand requires capabilities, which in turn require programmes that require procurement. Dr Chuter noted that, whereas there is a link between policy and the different government actors, one could only have a policy which works within one's programme. A government may change its strategic orientation, for example, from *defence* of terrain to *control* of terrain, but ultimately there would be many practical changes in defence policy as a result.

Dr Chuter argued that the security community is necessary for the development of security policy. There should ideally be a bottom-up consensus between the security community and the security policy, noting that there can be no purely military or civilian tasks. The security policy is not an amalgam or a compromise but a higher order of policy, determining what follows. Dr Chuter noted that all threats are tasks but not all tasks are threats, and the military underpins the foreign policy of a state by use of force or threat of use of force in support of government policy.

The Egyptian role in supporting Africa and participation of the Egyptian armed forces in peacekeeping operations

COLONEL EHAB KHEDR

Senior Staff Officer – Egyptian Defence Force

Colonel Khedr reported that Egypt has had a long history of peacekeeping in Africa. Over the years, Egypt has provided personnel and expertise to African countries by playing a vital role in keeping peace and stability in Africa. According to Colonel Khedr, decisions on Egypt's participation in peacekeeping are determined by political considerations, the nature of the conflict, relations with conflicting parties, international responses, and actions of super powers. Other considerations include signed agreements, public opinion in Egypt and the humanitarian/security situation and legal considerations, and consent or mandate of the United Nation's Security Council.

Military considerations include the type of mission, security measures, duration of the mission, command and control, effect of participation, logistical and technical support, the mission area and morale. When planning, the size and type of participation, financial and administrative arrangement, armaments, training inspections and coordination are also considered. Internal preparations such as conducting training courses, participating in courses and attending courses abroad in the field of peacekeeping are also important.

Conference report

Day 3

The AU peace and security dynamics and the
role of the Cairo peacekeeping centre

DR ALAA ABDALAZIZ

SADC Combined Joint African Exercise (CJAX)

COLONEL PORTIA N. MORE

NATO briefing

REAR ADMIRAL ESTELLON SVEND-ERIK, FRENCH NAVY

The AU peace and security dynamics and the role of the Cairo peacekeeping centre

DR ALAA ABDALAZIZ

Coordinator, Cairo Regional Centre for Training on Conflict Resolution and Peacekeeping in Africa (CCCPA)

Dr Abdalaziz began by giving an analogy on conventional wisdom in relation to peacekeeping – ‘you have cracked all your eggs but you have no idea how to make an omelette.’ It takes three eggs to make an omelette. The eggs can be equated to infrastructure, egg-cracking experience to politics and practices, and the product of omelette making to the deliverables. He recalled that the founding texts of the AU and African Peace and Security Architecture (APSA) were the Constitutive Act and the AU Peace and Security Council (PSC) Protocol of 9 July 2002 that provide for the establishment of the PSC, define other APSA components, and recognise the RECs/RMs. The AU benchmarks to assess the readiness of RECs/RMs include the following:

- MOU is signed and ratified
- Brigade HQ is established
- Planning element is functioning
- Military and police units are pledged
- Civilian component is ready
- Training centres are identified
- Stand-by roster is established and
- Logistics depot is functioning

The six scenarios of the ASF are as follows:

Scenario	Description	Deployment Timeframe
1	AU/Regional military advice to a political mission	30 days
2	AU/Regional observer mission co-deployed with UN mission	30 days
3	Stand-alone AU/regional observer mission	30 days
4	AU/Regional Peacekeeping Force (PKF) for Chap VI and preventive deployment/peace building missions	30 days

Scenario	Description	Deployment Timeframe
5	AU PKF for complex multi-dimensional PK mission (including those involving low-level spoilers)	90 days, 30 for Military
6	AU intervention – e.g. in genocide situations where the international community does not act promptly (resolutions of the AU Assembly + UN Security Council required)	14 days

Major Steps of Exercise AMANI AFRICA

Date	Activity	Venue
08 Nov	Initiating conference	Addis Ababa
09 Feb	Contributors' conference	Brussels
09 Mar	Initiating planning conference	Addis Ababa
09 Apr	Pre-SDM – training course strategic decision makers' seminar	Addis Ababa
09 Jun	Main Planning Conference (MPC)	Addis Ababa
09 Sep	Mapping exercise	Addis Ababa
09 Nov	Political Seminar/Strategic Conference (POL/STRAT)	Addis Ababa
10 Jan	Final Planning Conference (FPC)	Addis Ababa
10 Mar	ASF Command Post Exercise (CPX)	TBC
10 Jun	Lessons learned, validation report	TBC

Speaking on the Cairo Centre for Training on Conflict Resolution and Peacekeeping in Africa (CCPA), Dr Abdalaziz observed that Egypt's contribution of peacekeeping troops is significant, noting that it is ranked fifth on the list of the top ten troop and police contributors to international peacekeeping efforts. Currently, 36 out of 54 African states contribute to UN missions.

SADC Combined Joint African Exercise (CJAX)

COLONEL PORTIA N. MORE

Senior Directing Staff, South African National War College

Colonel More discussed the background of CJAX, noting that it arose from the decisions taken at the 2nd ACoC in Accra, Ghana, during which ACoC members agreed that:

- CJAX be undertaken at regional and member state levels, and be made part of the syllabi in staff colleges – simultaneously
- The 3rd ACoC should establish two working groups
- By April 2010, preparation for CJAX with common scenario and doctrine be completed

As a follow-up to these decisions, the first work group met from 11 to 12 June 2009 in Pretoria, South Africa. Countries represented included Botswana, Egypt, Ghana, Kenya, Libya, Namibia, Nigeria, South Africa, Tanzania, Zambia and Zimbabwe. Also present were representatives from the East African Community, North African Regional Capability, SADC, British Peace Support Team in South Africa (BPSTSA) and the ISS as the Secretariat. The aim of this work group meeting was to present a progress report of the SADC work group on the plan and implementation of SADC CJAX.

During the meeting, the concept of CJAX established during the 1st ACoC was discussed as were the recommendations outlined at the 2nd ACoC. General Bottoman made a presentation to the work group in which he explained the SADC region's experience of PSO and the concept of CJAX.

At the same meeting, the West Africa working group gave a presentation on the following: the aims and objectives of the CJAX exercise, timelines and contents of the exercise, exercise documents and logistics. Likewise, the SADC group outlined the aims and objectives of the CJAX exercise; type, level and conducting of the exercise; number and breakdown of participants; and

the timelines. It emerged during the meeting that, owing to financial constraints, the BPSTSA could only provide financial support to one region, namely SADC.

Following the CJAX meeting, the second work group meeting for the SADC CJAX was held from 2 to 3 September 2009 in Gaborone. The meeting aimed at planning the SADC CJAX due to take place in 2010. Staff colleges represented at the meeting were from Botswana, South Africa, Tanzania, Zambia and Zimbabwe as well as the ISS as secretariat. Arising from the meeting was a Statement Of Agreement, the content of which included the background of how CJAX was developed, the aim of CJAX, and its concept and objectives.

The meeting also agreed on the coordination and evaluation of the SADC CJAX, and provided for a coordinating authority that would rotate every two years. The evaluation and coordination of the exercise would take place immediately after the exercise and also prior to the exercise in order to coordinate and plan for the next exercise. The exercise dates agreed upon for the SADC CJAX were 30 August to 11 September 2010.

In terms of organisation and administration, three students and one directing staff (DS) member for 2010 would take part in the exercise. However, after 2010, the number of participants would be determined after the exercise and the evaluation had taken place. Only students from SADC colleges would take part in the exercise unless special requests were made to the ACoC and country involved. It was also agreed that colleges could only send students of their nationality to other countries. The syndicate composition would comprise representatives from each participating college, and be well balanced. In addition, exercise participants should be proficient in English. In terms of costs, travel between staff colleges should preferably be by road to minimise costs, and accommodation

and mess facilities would be the responsibilities of the host country.

The exercise would include social and cultural activities, while dress for the first week (tutorial) of the exercise would be office dress, and field dress would apply during the second week. Finally, the hosting college would be responsible for the in-country travel of learners and DS.

Below is a summary of the programme as reported on by Colonel More.

Last week of August & 1 st week of September	CJAX
September	Evaluation meeting, immediately after the exercise
Early January	Coordinating authority issues agenda for meeting
February	Coordination meeting (hosted by the coordinating authority). If possible video conferencing should be utilised
April	Exercise papers circulated for comment for inputs
June	Exercise papers (CD) issued to colleges

Exercise paperwork would be issued by hosting countries and individual colleges would provide for the meals of all officers. The BPSTSA would be responsible for the CJAX 2010 transport for the country-to-country travel. It remained unclear whether the BPSTSA would be responsible for costs of all 16 members. In terms of the CJAX 2011 and beyond, colleges were encouraged to use road transport if proximity allowed.

Noting that officers were being trained in preparation for ASF Brigades, countries were strongly urged to use the Integrated Mission Planning Process (IMPP) as a tool for the planning of future exercises. This arose from the fact that the United Nations Department of Peacekeeping Operations (UNDPKO) had developed the IMPP tool. It was also suggested that all regions use the same tool to enhance commonality and harmonisation.

Colonel More also reported on Botswana's offer to train students on IMPP by organising and hosting a seminar on IMPP as part of the preparation for CJAX 2010. Countries wishing to participate in the seminar would bear their own costs. Namibia, Angola and other

SADC countries not present during the planning meeting would be invited to participate in future exercises as observers even if they did not have staff colleges.

In conclusion, Colonel More presented the SADC CJAX package. The motto for the SADC CJAX is 'Training For Peace'. Tutorial discussions were scheduled for 30 August to 3 September 2010 and the PSO exercise, code-named 'Exercise Uhuru', would be from 4 September to 11 September 2010. The exercise is expected to focus on the application of the principles and techniques of PSO.

Topics to be presented and responsibility for them would be as follows:

- Development of the UN – individual colleges
- Development of the AU/SADC (mandating authorities) – South Africa
- Mission planning in PSO – Botswana
- Campaign planning – Botswana
- Operational techniques – Zimbabwe and SA
- Constraints and future of PSO – Tanzania
- Post-conflict reconstruction and development – Zambia

The exercise would be structured as follows:

Day		Activity
Day 1	Sat	Arrival of exchange students from various countries
Day 2	Sun	Briefings and cultural visits
Day 3	Mon	Revision of IMPP, and issue of problem 1 and consideration overnight
Day 4	Tues	Discussions of problem 1, and issue of problem 2 and consideration of problem 2 including overnight
Day 5	Wed	Morning – syndicate consideration of problem 2. Afternoon – presentation and discussion of problem 2; issue problem 3 campaign planning for overnight consideration
Day 6	Thurs	Morning – consideration and presentation of problem 3 afternoon – issue of problem 4 including overnight consideration
Day 7	Fri	Morning – presentation of problem 4 Mid-morning – closing address and hosted lunch Afternoon – own time
Day 8	Sat	Departures

NATO briefing

REAR ADMIRAL ESTELLON SVEND-ERIK, FRENCH NAVY

Director of Plans and Policy, NATO Defence College (NDC)

Rear Admiral Svend-Erik thanked ACoC on behalf of the Commandant of the Nato Defence College (NDC), Lieutenant General Wolf-Dieter Loeser, for the invitation. As he was in charge of a similar conference for the NDC, Rear Admiral Svend-Erik expressed appreciation for the opportunity to develop and nurture relations with a similar conference in Africa. The Rear Admiral informed the conference that he had been involved with Africa for some time, having started his career on the continent some years back in Djibouti and, more recently, he had commanded French forces based in Senegal. He was also involved with General Joint Staff in Paris in the development of the 'recamp' concept, which would soon be adopted for use in Europe.

Rear Admiral Svend-Erik gave a brief background of the NDC. In September 2009, the NDC and NATO celebrated ten years and 60 years of existence, respectively. Since 1999, the NDC has been located in the military city of Cecchignola some 15 km from Rome. The NATO College opened its doors on 19 November 1951 through the initiative of General Eisenhower, who realised that training of NATO individuals (both military and civilian) was highly desirable. For almost 60 years, the college has been educating leaders, both military and civilian, who have gone on to work at NATO headquarters and its commands, as well as in the related diplomatic and military fields in their respective nations, developing the human interoperability skills that are necessary to function successfully in a multi-national environment.

Under the strategic guidance of the North Atlantic Council and the military committee, the NDC pursues the following missions:

Contributing to the cohesion between the 28 allies, the 22 partners from the PFP, seven MD, two ICI (Qatar

and Emirates – not Oman and Saudi Arabia), four contact countries (Japan, South Korea, Australia, and New Zealand) plus Iraq and Pakistan. All in all, the NDC works with 56 countries

Taking responsibility for education at the strategic and political military level. To achieve its mission the college is organised into four main branches that perform the education and research tasks coordinated by the dean of the college, providing the breadth, flexibility and quality of high-level strategic education

The NDC has a staff complement of 133, representing most of the NATO nations. Half of the staff is civilian and the hosting nation, Italy, provides half of the human resources. The NDC holds three regular courses attended not only by NATO members but also by Mediterranean dialogue and Istanbul cooperation initiative countries as well as global partners from beyond the Euro-Atlantic area. The senior course is the college's core business attended by senior officers and officials destined for NATO and NATO-related appointments. The course has 82 course members coming from 32 different countries and runs twice a year for nearly six months. The course is tailored to specific audiences and concentrates on the high-level political-military issues that confront both civilian and military leadership at the alliance and national levels.

The ACoC was informed that the next NATO Conference of Commandants was scheduled for May 2010 in Istanbul with the theme of 'Multiple Future Projects and the Implications for Military Education'. According to Rear Admiral Svend-Erik, the NDC is inspired daily by the spirit of its motto: '*Unitatem Alentes*' (Encouraging the Unity).

Conference report

Day 4

Work group discussions

Work group discussions

Participants were divided into three working groups to discuss matters arising from the 2nd ACoC.

WORK GROUP 1

Work group 1 comprised:

- Colonel Hisham A. Metwaly – African Union
- General Malti Abddelghani – Algeria
- Lieutenant Colonel Kagiso Kgaswanyane – Botswana
- Major General Charles M. Mwanzia – Kenya
- Brigadier General Joseph H. Kakoto – Namibia
- Brigadier General S. D. Mashobane – South Africa
- Colonel Bsc – Abdullah Yousif Mohammed – Sudan
- Colonel Hagia Simon Chelele – Tanzania
- Captain (Navy) Trabelsi Mohamed – Tunisia
- Brigadier General Clovis Kalyebara – Uganda
- Brigadier General Jeff John Ferdy Chisenga – Zambia
- Mr Takawira Musavengana – ACoC Secretariat

The first work group discussed the following two issues and reported back to the plenary session.

- **Mitigating challenges of funding for ACoC:** In terms of funding, the group sought to interrogate the sustainability of ACoC and its dependence on the availability of funds as has been articulated since the inception of the conference by the outgoing and incoming chairpersons. Funding includes the major cost – the ACoC conference and then minor related costs like the Secretariat and associated work groups. Pointers for discussion included:
 - Contributions by members of ACoC
 - Fund raising

- **Patron for ACoC:** The group also discussed ACoC's needs for a highly respected individual to be the face of the organisation to give it visibility, political support and diplomatic representation. Such a representative would be someone with the necessary clout to make things happen and interface with such institutions as the AU. Discussion pointers included:
 - Suggestions for possible patrons
 - Suggestions for approaches to possible patrons

WORK GROUP 2

Work group 2 comprised:

- Colonel Mamadou Sowe – ECOWAS
- Colonel Guettaf Mohamed – Algeria
- Major General Kwesi Yankson – Ghana
- Captain Michael Mfum – Ghana
- Brigadier General Ali Omar Eltif – Libya
- Lieutenant Colonel Eusebius K. Kashindi – Namibia
- Air Vice Marshal Sunday A. Leks – Nigeria
- Colonel Portia More – South Africa
- Major General Salih Mohamed Abdel Rasoul – Sudan
- Colonel Gowa Kasiita Apollo – Uganda
- Colonel Christopher Chellah – Zambia
- Stephen van Neel (Rtd Col) – ACoC Secretariat

The second work group discussed the following two issues and reported back to the plenary session.

- **Inter-college communications:** The premise of the group's discussions was that, unless a workshop was scheduled, the annual ACoC conference was perhaps the only scheduled activity per year. Although the annual gathering of Commandants remains important, the real

work or the operationalisation of ACoC should take place in between the conferences. It is for this reason that an efficient and effective inter-college communications' strategy is fundamental to the success of ACoC. With the inception of a joint exercise, one or more additional activities could strengthen communication amongst colleges although this might only be at sub-regional level.

Among other issues, the group considered the following:

- Use of any means of enhancing communication between colleges beyond the usage of the ACoC portal, i.e. video conferencing
- Contribution of material for the ACoC portal on a comprehensive and regular manner in any of the AU official languages
- **Standardisation of curriculum and PSO doctrine:** The IMPP is a planning instrument developed by the UN to address the issue of single agencies to ensure an integrated and inter-agency approach. This has been aligned to the almost identical AU doctrine that was presented to the conference. In order to stress the ACoC objectives of enhancing harmonisation, interoperability, communality and cooperation, the issue of standardisation is fundamental for ensuring that militaries operate effectively and efficiently in AU multi-national headquarters. Key issues for consideration by the group were:
 - What should be the dimensions of courses to be covered, this being a key area where ACoC could add value to the process and could move things forward? The UN doctrine should be considered as the standard until the AU version is fully implemented
 - To what extent can the IMPP be used and what other planning instruments are available for consideration?
 - How can the cultural and linguistic differences at work between the North and South of the continent be mitigated?

WORK GROUP 3

Group 3 comprised:

- Brigadier General Lancaster Bottoman – SADC
- Brigadier Gotsileene Morake – Botswana

- Colonel Christopher Nutakor – Ghana
- Major General Ahmed Abdallah – Egypt
- Major General Ahmed M. A. Azwai – Libya
- Lieutenant Colonel Victor Digol Golo – Nigeria
- Brigadier General Ezekiel E. Kyunga – Tanzania
- Rear Admiral Estellon Svend-Erik – NATO
- Colonel Tom Jefta Munongwa – Zimbabwe
- Colonel Francois Ndiaye – Senegal
- Ms Irene Ndung'u – ACoC Secretariat

The third work group discussed the following two issues and reported back to the plenary session.

- **CJAX for other regions:** A decision taken during the 2nd conference was to undertake CJAX at regional level. The two regions that were requested to take the lead as pilot projects were SADC and ECOWAS. The idea of CJAX should be extended to other regions in order to develop it further. The group was mandated to consider:
 - Timelines that should be provided for CJAX for other regions
 - SADC CJAX as a template for other regions
- **Establishment of a Pan African Defence Command and Staff College (PADCSC):** The idea of a PADCSC is practical and necessary. This is an attempt to harmonise and ensure communality in preparing military officers amongst African command and staff colleges. The critical issue here is funding and this has been demonstrated by the experiences of NATO – one of the leading pan defence training institutions. NATO's budget for its NDC in Rome is quite significant and it is only possible because of the contributions by member states. Questions addressed included:
 - Funding for the PADCSC
 - Where it should be based
 - How it should be staffed
 - At what level PADCSCs should operate

Work group feedback and arising discussions are reflected in the 'Decisions of the 3rd ACoC' attached in Appendix A.

Conference report

Appendices

Appendix A:

Decisions of the 3rd African Conference of Commandants

Appendix B:

List of participants

Appendix C:

Programme for the 3rd African Conference of Commandants

Appendix D:

Brief on the Egyptian Command and Staff College

Appendix E:

Brief on the African Conference of Commandants

Appendix A

Decisions of the 3rd African Conference of Commandants

9–13 November 2009

- **Recalls** the decisions adopted by the 2nd ACoC held in Accra, Ghana reiterates the need for an annual ACoC to be attended by all African countries, including those that do not have command and staff colleges.
- **Acknowledges** the initiatives taken by the 2nd ACoC to operationalise and develop CJAX, being undertaken at regional and member state levels and being made part of the syllabi in command and staff colleges where it should be run simultaneously. Work groups should be constituted per region (ECOWAS and SADC) to develop the concept of CJAX; popularise the ACoC workplan, fundraise and undertake briefing visits to selected capitals on the continent for the purpose of soliciting a patron for ACoC.
- **Further acknowledges** that the lines of thoughts in the 1st and 2nd ACoCs, which contained a coverage of a myriad of crucial issues, now require to be synthesised in implementable decisions.
- **Endorses** the work of ACoC as contained in the minutes of the 2nd ACoC and the subsequent discussions during the 2nd ACoC, and subsequent work in the development of the CJAX concept in the Pretoria and Gaborone meetings. It also endorses the special briefings by the 2nd ACoC chair on 5 October 2009 to popularise ACoC's concept and activities at a seminar at the ISS that was attended by members of the diplomatic fraternity from Africa and outside Africa under the Chair of Egypt's Defence Attaché to South Africa Air Commodore Hossam Tanbour.
- **Further endorses** the 2nd ACoC's endeavours to communicate with the African Union PSC over the request to brief the PSC on ACoC, as well as with the Botswanan, Libyan, Nigerian and Tanzanian governments over similar briefs and soliciting for the patron of ACoC. These included similar briefings and the search for funding for some ACoC activities from the *Al-Jamahiriyah al-Arabiya al-Libiya ash-Sha'biya*.
- **Stresses** the objectives of ACoC of enhancing harmonisation, interoperability, commonality, standardisation and cooperation between African staff colleges, which have been addressed by the 3rd ACoC's theme of 'The role of African Command and Staff Colleges in training for African Union (AU) peacekeeping operations'.
- **Notes** with gratitude the 90 per cent attendance of the invited African countries for the 3rd ACoC. However, there were no representatives from countries in the Central African region.
- **Further notes** with concern that only two of the Regional Economic Communities (RECs) – ECOWAS and SADC – attended the 3rd ACoC.
- **Reaffirms** the need to invite all African countries, and African regional peacekeeping training centres/centres of excellence, to ACoC meetings as observers.
- **Reaffirms** the AU PSO doctrine and the need to establish a Pan African Command and Staff College (PACSC) to undertake military education at strategic and operational levels to serve as a means of harmonising the strategic direction of militaries in Africa in support of the ASF and ideals of the AU.
- **Acknowledges** with gratitude the offer by the Uganda Senior Command and Staff College to host the 4th ACoC in October/November 2010.
- **Decides** that:
 - Consideration be made for the chair of ACoC to represent ACoC at the next Ministers of Defence and Chiefs of Defence staff meetings and all such meetings
 - The hosting nation approach the Egyptian authorities for possible funding from the Egyptian Fund for Technical Cooperation in Africa for ACoC

- An MOU or statute on how ACoC is convened and operates (i.e. objectives, organisation structure, mechanism, and Secretariat) be developed
- The hosting of annual ACoCs be determined according to regions
- CJAX be undertaken in the rest of the region, with the non-hosting regions being invited as observers
- Member states shall be responsible for international travel to ACoC meetings while the host shall bear the conference costs. Invitations to the ACoC shall be sent three months prior to the conference
- ACoC be on the AU agenda commencing with the March 2010 meeting to be held at the AU Commission
- The ISS (ACoC's Secretariat) produce a detailed budget for ACoC to include, *inter alia*, ACoC's activities in between the conferences as well as salaries and other costs
- ACoC and its Secretariat be funded through budget allocations by the AU
- The ISS should continue to serve as the Secretariat for ACoC
- The patron of ACoC be linked to the country hosting the ACoC and such a patron be referred to by the title 'Honorary Patron'
- The ACoC portal be strengthened to enhance inter-college communication such as video conferencing
- The Commandant of the Egyptian Command and Staff College shall chair the ACoC until the next ACoC in Uganda

Decisions made at the 3rd African Conference of Commandants (ACOC), Held at Egyptian Command and Staff College, Cairo, Egypt, from 8 to 14 November 2009

Signatories in alphabetical order:

- (Ahmed Abd Allah Muhammed)
Commandant Egyptian Command And Staff College: Maj Gen
- (Ahmed Azawi)
Commandant Libya Command And Staff College: Maj Gen
- (Charles M. Mwanzia)
Commandant Kenya Defence Staff College: Maj Gen
- (Clovis Kalyebara)
Commandant Uganda Senior Command And Staff College: Brig Gen
- (Ezekiel Kyunga)
Commandant Tanzania Command And Staff College: Gen

Decisions made at the 3rd African Conference of Commandants (ACOC), Held at Egypt's Command and Staff College, Cairo, Egypt, from 8 to 14 November 2009

Signatories:

- (Kwesi Yankson)
Commandant Ghana Armed Forces Command And Staff College: Maj Gen
- (Malti Abdelghani)
Commandant Algeria Command And Staff College: Gen
- (Sunday A. Leks)
Commandant Nigerian Armed Forces Command And Staff College: Air Vice Marshall
- (G. Morake)
Commandant Botswana Defence Command And Staff College: Brig Gen
- (Joseph H. Kakoto)
Commandant Namibia Military School: Brig Gen
- (S.D. Mashobane)
Commandant South African National War College: Brig Gen
- (Salih Mohamed Abdel Rasoul)
Commandant Sudanese Joint Staff And Command College: Maj Gen
- (J.J.F. Chisenga)
Commandant Zambia Defence Services Command And Staff College: Brig Gen
- (Francois Ndiaye)
Director Training And Doctrine Senegal Armed Forces: Col

Decisions made at the 3rd African Conference of Commandants (ACOC), Held at Egypt's Command and Staff College, Cairo, Egypt, From 8 To 14 November 2009

Signatories:

- (Tom Jefta Munongwa)
Chief Instructor Joint Zimbabwe Command And Staff College: Col
- (Trabelsi Mohamed)
Defence Attache Embassy Of Tunisia In Cairo Egypt: Capt (Navy)

Observers/Facilitators

- Brig Gen Ali Omar Eltif
- Brig Gen Lancaster Bottoman
- Col Bsc – Abdullah Yousif Mohammed
- Col Christopher Chellah

- Col Christopher Nutakor
- Col Gowa Kasiita Apollo
- Col Guettaf Mohamed
- Col Hagia Simon Chelele
- Col Hisham A. Metwaly
- Col Mamadou Sowe
- Col Portia More

- Lt Col Kagiso Kgaswanyane
- Lt Col Eusebius K. Kashindi
- Lt Col Victor Digol Golo
- Rear Admiral Estellon Svend-Erik
- Cap Michael Mfum
- Dr Naison Ngoma

Appendix B

List of participants

#	Name	Organisation
1	Col Hisham Ahmed Fathy Metwaly	ASF Senior Officer, Training and Evaluation African Union Commission AU
2	Col Mamadou Sowe	Logistics Officer ECOWAS Commission HQ ECOWAS
3	Brig Gen Lancaster Bottoman	Chief of Staff – SADC Standby Force Southern African Development Community SADC
4	Rear Admiral Estellon Svend-Erik	Director Academic Plans and Policy NATO Defence College NATO
5	Gen Malti Abdel Ghani	Commandant Academie AMIA Chercheur ALGERIA
6	Col Guettaf Mohammed	Chief of Military Schools Division de Ecole de Forces Tenstie ALGERIA
7	Brig Gotsileene Morake	Commandant Botswana Defence Command and Staff College (BDCSC) BOTSWANA
8	Lt Col Kagiso Kgaswanyane	Directing Staff Botswana Defence Command and Staff College (BDCSC) BOTSWANA
9	Maj Gen Ahmed Abd Allah	Commandant Egyptian Command and Staff College EGYPT
10	Maj Gen Kwesi Yankson	Commandant Ghana Armed Forces Command and Staff College (GAF CSC) GHANA
11	Col Chris Afefa Oscar Nutakor	G Cood Ghana Armed Forces Command and Staff College (GAF CSC) GHANA
12	Cap Michael Kwame Mfum	Ghana Armed Forces Command and Staff College (GAF CSC) GHANA

#	Name	Organisation
13	Maj Gen Charles M. Mwanzia	Commandant Defence Staff College (DSC) KENYA
14	Maj Gen Ahmed M. A. Azwai	Commandant Staff and Command College LIBYA
15	Brig Gen Ali Omar Eltif	Dean of Academics Staff and Command College LIBYA
16	Brig Gen Joseph H. Kakoto	Commandant Namibia Military School NAMIBIA
17	Lt Col Eusebius K. Kashindi	SO1 TRG Namibia Military School NAMIBIA
18	Air Vice Marshall Sunday A. Leks	Commandant Armed Forces Command and Staff College (AFCSC), Jaji NIGERIA
19	Lt Col Victor Digol Golo	Head: Peace Support Operations Training Armed Forces Command and Staff College (AFCSC), Jaji NIGERIA
20	Col Francois Ndiaye	Director Training and Doctrine Chief Training Command Senegal Armed Forces SENEGAL
21	Maj Gen Salih Mohammed Abdelrasoul	Commandant Sudanese Joint Staff and Command College SUDAN
22	Col Bsc Abdullah Yousif Mohammed	Sudanese Joint Staff and Command College SUDAN
23	Brig Gen S. D. Mashobane	Commandant of South African National War College (SANWC) SOUTH AFRICA
24	Col Portia More	Senior Directing Staff South African National War College SOUTH AFRICA
25	Brig Gen E. Kyunga	Commandant Tanzania Command and Staff College TANZANIA
26	Col Hagia Simon Chelele	C1 JC&SC Tanzania Command and Staff College TANZANIA
27	Capt (Navy) Mohammed Trabelsi	Defence Attaché Embassy of Tunisia in Cairo, Egypt TUNISIA
28	Brig Gen Clovis Kalyebara	Commandant Senior Command and Staff College (SCSC), Jinja UGANDA
29	Col Gowa Kasiita Apollo	College Coordinator Senior Command and Staff College (SCSC) UGANDA
30	Brig Gen Jeff John Ferdy Chisenga	Commandant Defence Services Command and Staff College (DSCSC) ZAMBIA

#	Name	Organisation
31	Col Christopher Chellah	Directing Staff Defence Services Command and Staff College (DSCSC) ZAMBIA
32	Col Tom Jefta Munongwa	Chief Instructor Joint Command and Staff Course Defence Staff College (DSC) ZIMBABWE
33	Dr David Chuter	Independent Consultant Institute for Security Studies (ISS) UK
34	Dr Naison Ngoma	Head/Facilitator/Presenter ACoC Secretariat SOUTH AFRICA
35	Stephen van Neel	Note taker/Presenter ACoC Secretariat SOUTH AFRICA
36	Takawira Musavengana	Note taker/Presenter ACoC Secretariat SOUTH AFRICA
37	Irene Ndung'u	Note taker/Documentation ACoC Secretariat SOUTH AFRICA
38	Millicent Mlaba	Administrator ACoC Secretariat SOUTH AFRICA

Appendix C

Programme for the 3rd African Conference of Commandants

3RD AFRICAN CONFERENCE OF COMMANDANTS

Sunday 8 to Saturday 14 November 2009
Cairo, Egypt

Theme:
'The role of African Command and Staff Colleges in training for African Union (AU) peacekeeping operations'

S/No	Activities	Location	Timing	Responsibility	Remarks
(a)	(b)	(c)	(d)	(e)	(f)
Friday 6 November 2009 (D – 3)					
1.	Arrival of ACoC Secretariat	Cairo International Airport One of the armed forces hotels	0540	<ul style="list-style-type: none"> ■ Egyptian CSC ■ Moral Department ■ Transport Department ■ Military Police ■ Military Intelligence 	
Sunday 8 November 2009 (D – 1)					
2.	Arrival of delegates	Cairo International Airport One of the armed forces hotels		<ul style="list-style-type: none"> ■ Egyptian CSC ■ Moral Department ■ Transport Department ■ Military Police ■ Military Intelligence 	Depends on the itinerary of delegates
Monday 9 November 2009 (D-Day)					
3.	Breakfast	Hotel	0800 – 0845	CSC	
4.	Transit to the CSC and registration	CSC Auditorium	0900 – 0945	CSC, DMI, ISS	Coffee and administration at CSC
5.	Opening ceremony and Chair transfer	CSC Auditorium	1000 – 1045	CSC, DMI, ACoC Sec	Dress: formal
6.	Introduction of delegates	CSC Auditorium	1045 – 1115	ACoC Sec	This will depend on the arrival of the Guest of Honour <ul style="list-style-type: none"> ■ Conference Director to facilitate
7.	Speech by 2 nd ACoC Chair	CSC Auditorium	1115 – 1145	2 nd ACoC Chair	<ul style="list-style-type: none"> ■ CSC, DMI, ACoC Sec ■ Conference Director to facilitate

S/No	Activities	Location	Timing	Responsibility	Remarks
(a)	(b)	(c)	(d)	(e)	(f)
8.	Speech by 3 rd ACoC Chair	CSC Auditorium	1145 – 1215	3 rd ACoC Chair	<ul style="list-style-type: none"> ■ CSC, DMI, ACoC Sec ■ Conference Director to facilitate
9.	Speech by CINC (Egyptian Minister of Defense and Military Production)	CSC Auditorium	1215 – 1245	CINC	<ul style="list-style-type: none"> ■ CSC, DMI, ACoC Sec ■ Conference Director to facilitate
10.	Group Photo	CSC	1245 – 1315	CSC	
11.	Lunch	CSC	1315 – 1415	CSC	
Tuesday 10 November 2009 (D + 1)					
12.	Breakfast	Hotel	0800 – 0845	CSC	
13.	Transit to the CSC	Hotel	0845 – 0900	CSC	Normal working dress/smart casual
14.	Training method and combat doctrine of ASF (Lecture)	Conference Hall, CSC	0915 – 1000	<ul style="list-style-type: none"> ■ Rep from the African Union ■ Brig Gen L. Bottoman, SADC ■ Stephen van Neel, ACoC Sec 	3 rd ACoC Chair to facilitate
15.	The role of RECs in the implementation of ASF doctrine: The case of ECOWAS	Conference Hall, CSC	1000 – 1045	<ul style="list-style-type: none"> ■ Rep from ECOWAS 	2 nd ACoC Chair to facilitate
16.	Tea/coffee break	CSC	1045 – 1100	CSC	
17.	Mitigating the challenges of military education in ACoC: The role of African think tanks (Lecture)	Conference Hall, CSC	1100 – 1145	Dr Naison Ngoma, ACoC Sec	Mr Takawira Musavengana to facilitate
18.	Challenges of managing and reforming the defence sector (Lecture)	Conference Hall, CSC	1145 – 1230	Dr David Chuter (independent consultant)	Col (Retd.) Stephen van Neel to facilitate
19.	The role of the Egyptian fund for technical cooperation in Africa (Lecture)	Conference Hall, CSC	1230 – 1315	Rep from Egyptian Fund for Technical Cooperation with AU Countries	CSC to chair
20.	Lunch	Hotel	1315 – 1400	CSC	
21.	Visit to the Planetarium	Military Academy	1400 – 1500	Morale Affairs Department, CSC	Dress: casual
22.	Dinner	Nile Cruise Elfalandara	1900 – 2100	Morale Affairs Department, CSC	Dress code (TBN) Free evening
Wednesday 11 November 2009 (D + 2)					
23.	Breakfast	Hotel	0800 – 0845	CSC	Working dress/smart casual
24.	Transit to CSC	CSC	0845 – 0900	CSC & Morale Affairs	
25.	Challenges in African conflict areas (Lecture)	CSC	0915 – 0945	Egypt's Nasser Higher Academy	Nigerian Staff College to facilitate
26.	Egypt's role in Africa and in peacekeeping operations (Lecture).	CSC	0945 – 1015	MID & LOWIO	CSC to facilitate
27.	A brief on Egyptian peace keeping centre	CSC	1015 – 1045	Egyptian Peace Keeping Centre	CSC to facilitate
28.	Tea/coffee break	CSC	1045 – 1100	CSC	
29.	SADC CJAX (Feedback on the planning meeting in Botswana)	CSC	1100 – 1200	Colonel Portia More South Africa National War College (SANWC)	Zimbabwe Staff College to facilitate

S/No	Activities	Location	Timing	Responsibility	Remarks
(a)	(b)	(c)	(d)	(e)	(f)
30.	The role of civil society in peace support operations: The Egyptian Perspective (Lecture)	CSC	1200 – 1300	Egypt’s Strategic Study Centre	Egypt’s Nasser Higher Academy to facilitate
31.	Lunch	Hotel	1300 – 1345	CSC	
32.	NATO briefing	CSC	1345 – 1415	Rear Admiral Estellon Svend-Erik	Dr Naison Ngoma to facilitate
33.	Briefing on day 4 activities	CSC	1415 – 1445	ACoC Sec	
34.	Free tour	CSC	1900 – 2100		
Thursday 12 November 2009 (D + 3)					
35.	Breakfast	Hotel	0800 – 0845	CSC	Dress: formal
36.	Transit to CSC	CSC	0845 – 0900	CSC	
37.	6 work groups on 1 st and 2 nd ACoC: <ul style="list-style-type: none"> ■ Mitigating challenges of funding ACoC ■ Inter-college communication ■ Establishment of a Pan-African defence staff college ■ Standardisation of curriculum and PSO doctrine ■ Patron for ACoC ■ CJAX for other regions 	CSC	0900 – 1020	Dr Naison Ngoma (ACoC Sec)	<ul style="list-style-type: none"> ■ ACoC Secretariat to arrange for 6 note takers ■ Each work group to decide on chair and rapporteur ■ Syndicate rooms to be arranged
38.	Group feedback on thematic issues	CSC	1020 – 1120	Work group and rapporteurs	- 3 rd ACoC chair to facilitate - Report back limited to 5 min
39.	Tea/coffee break	CSC	1120 – 1130	CSC	
40.	Review of 3 rd ACoC, decisions and recommendations	CSC	1130 – 1200	ACoC Secretariat	<ul style="list-style-type: none"> ■ 3rd ACoC Chair to facilitate ■ Restricted to African Commandants
41.	Tea/coffee break/free time	CSC	1200 – 1300	CSC	ACoC Sec to compile decisions/recommendations
42.	Signing decisions and recommendations of the 3 rd Conference	CSC	1300 – 1330	Conference Director and Sec	Dress: formal
43.	Closing ceremony and photos	CSC	1330 – 1430	Conference Director and Egyptian Morale Department	Dress: formal
44.	Transit to Officers’ Club		1430 – 1500	CSC	
45.	Lunch	Officers’ club	1500 – 1600	CSC, Morale Department	
46.	Transit to hotel	Hotel	1600	CSC	Free time
47.	Visiting pyramids area, attending sound and light show of the sphinx		1600 – 2200	Morale Department	Dress: casual
Friday 13 November 2009 (D + 4)					
48.	Breakfast	Hotel	0630 – 0745	Hotel	Dress: casual
49.	Visit to the media production city		0800 – 1200	CSC, Morale Dept and Mil Police	
50.	Lunch	Hotel	1200 – 1300		
51.	Visit to the 6 th of October Panorama		1300 – 1630	CSC, Morale Dept, Mil Police and Mil Intelligence	
52.	Departures			Egyptian CSC; Morale Dept; Transport Dept; Mil Pol and Military Intelligence	Dress: casual

‘The role of African Staff and Command Colleges in training for African Union (AU) peacekeeping operations’

Appendix D

Brief on the Egyptian Command and Staff College

The Egyptian Command and Staff College (ECSC) is considered one of the leading military science institutions in the Middle East and worldwide, as a modern scientific beacon in the fields of modern military sciences and culture through its integrated and modern curriculum. This has led to many countries sending their commanders and staff officers to the ECSC.

The college was started on October 25, 1825. The Commandant of the College is chosen from the senior Armed Forces Commanders. The current Commandant, Major General Ahmed Abd Allah, is the 38th Commandant of the College. The Staff course in the Command and Staff College starts on 1 July of each year and continues for 51 weeks till it ends at the end of June the following year. There is a preliminary course for about eight weeks that is held prior to the main course for the foreign students.

The studies are divided into three main stages, as follows:

- The First Stage (Basic) aims to unite students' thoughts regarding the theoretical basis and the characteristics and ways of combat use of the Armed Forces, with all its various branches and specialties, and also the

organisation of the basic scientific rules in terms of which the rest of the stages are executed

- The Second Stage (Advanced) aims to qualify students in the command and staff work at the tactical level and the staff occupations at various command levels through executing group exercises at the Brigade/ Division level, the Internal Command posts projects and the external practical training in the units. The students at this level also practise the war game. They also study subjects such as national security, crisis management, negotiation skills, peacekeeping and the political, economic and management subjects. Students of the general and specialised staff courses participate up to the end of this stage while students of the specialised staff courses (Naval Forces – Air Forces – Air Defence Forces) transfer to specialised institutes
- The Third Stage (Academic Stage) targets students' awareness of the planning for operations in the higher Armed Forces' levels and the study of strategy, operational art and training for different command occupations, by executing the external command posts projects (the major manoeuvre for the course) and also executing the war games

Appendix E:

Brief on the African Conference of Commandants

1. The African Conference of Commandants (ACoC) is a loose association of Commandants from African command and staff colleges. The chairperson rotates annually when one of the staff colleges volunteers to lead the association for the year. The conference takes place once a year and it is attended on a voluntary basis by colleges to discuss a myriad of issues in the realm of military education.
2. The following are some of ACoC's main objectives:
 - Contribute to African security through the development and transformation of education and training
 - Improve understanding and coordination amongst the African staff colleges in order to contribute towards the development of the ASF concept
 - Undertake combined joint exercises like the CJAX
 - Enhance benchmarking; sharing curriculum best practice and lessons learnt and
 - Undertake DS exchange programmes and academic accreditation
3. Visits by some Commandants to the NATO Conference of Commandants (CoC), the NATO Defence College (NDC) as well as associations with the US Defence Department's African Centre for Strategic Studies (ACSS) have contributed to the philosophy and conduct of the ACoC.
4. Accumulated lessons from the 1st ACoC, held in South Africa under the auspices of the South African National War College from 6 to 8 November 2007 with the theme 'Developing and Transforming Education in the Military, a Contribution to African Security', and the 2nd ACoC in Accra, Ghana, with the theme 'Enhancing AU Peace Support Operations through Joint/Integrated Training in African Staff Colleges', continue to strengthen ACoC's approach to military education. It is for this reason that the association intends to contribute positively to the African security architecture, peace, security and stability on the continent.

ACOC'S CONSTITUENCY

5. Although ACoC is for Commandants of African command and staff colleges, from the onset the association's desire has been to be inclusive in character by inviting members of any military educational institutions and members of the African continental and regional security architectures.
6. The Security Sector Governance Programme of the ISS serves as Secretariat of ACoC.



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