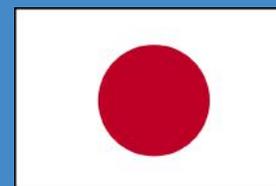


*Peace and Security for Sustainable Development*



**Rwanda Peace Academy**

**SUPPORT TO THE RWANDA PEACE  
ACADEMY AND ITS IMPACT**



**July 2016**



## Message from the Director

The idea of establishing the Rwanda Peace Academy (RPA) was conceived by the Government of Rwanda (GoR) in 2006. It was translated into reality in 2008 when the Government of Japan (GoJ) and the United Nations Development Programme (UNDP) funded the first project that established the RPA. In 2015, the GoJ and UNDP provided additional financial support for enhancing the capacities of the RPA under the second project. In addition, the GoR also contributed various forms of support during and outside the two projects.

While discussing the second RPA project proposal of enhancing the capacities with the RPA partners (GoJ and UNDP), a decision on recognising the role played by the two partners through various publications was reached, and was subsequently incorporated in the final project document. During the implementation of the second project however, it became apparently clear that it was difficult to recognise the impact of support to the second project without mentioning or making reference to the first project that laid a firm foundation for the RPA. Moreover, as already indicated, the same partners had financed both projects. Similarly, the support by the GoR during and outside both projects is crucial to state while compiling this booklet; particularly because the RPA continued to function with or without the mentioned project funds.

It is against this background of support to the RPA that the scope of this booklet was expanded to cover the impact of the activities financed during the establishment of the RPA as well as the impact of support from the GoR. With the development of the training, administrative and research infrastructure the RPA now has a solid foundation to build upon due to the support provided by the GoJ, UNDP, and GoR. This important support has led to other partners such as the UK, UNITAR, SCI and others to provide assistance to the RPA

It is gratifying to note that the support to the RPA has contributed to the establishment of the Academy and in particular its modern albeit modest infrastructure. The support has also enhanced the capacity of the military, police and civilian personnel from the EASF region in conflict prevention, management, resolution and peacebuilding. It has also contributed immensely to the enhancement of the institutional and capacity development of the RPA. Furthermore, the support has been critical in the strengthening of training programs and in research development as well as in public relations, visibility and networking.

The RPA is therefore grateful to all its partners, notably the GoJ and UNDP as well as the GoR for their continued support. Without their support, the RPA would not be what it is today. As indicated in the RPA Strategic Plan (2016 – 2021), the Academy still faces a number of challenges. The RPA will therefore continue to rely on various partners for support aimed at contributing to a safer and more secure region.



**Jill Rutaremara**  
**Colonel**  
**Director of Rwanda Peace Academy**

## Executive Summary

The Rwanda Peace Academy (RPA) is a regional peacekeeping training and research institution under the Ministry of Defence. The idea of establishing the RPA was conceived by the Government of Rwanda (GoR) in 2006. In 2008 the Government of Japan (GoJ) and UNDP contributed USD 3,000,000 and USD 320,334 respectively for the first project on the establishment of the RPA. The project ended on 31<sup>st</sup> December 2012. In 2015, the GoJ and UNDP provided additional financial support amounting to USD 537,000 and USD 50,000 respectively for the second project on enhancing the capacities of the RPA. The second project ended on 31 July 2016. Besides the contribution by the GoJ and UNDP in both projects, the GoR also provided and still provides support to the RPA.

The financial support for the first project of Establishing the RPA was used for the construction of the RPA training and administration facility, purchase of Information Technology (IT) equipment, furniture, 255 textbooks and 2 vehicles, developing the capacity of personnel from the Eastern Africa Standby Force (EASF) member states and that of the RPA personnel. In addition, the money was used for public relations and communication. The project enabled the RPA to have a modern training and administration facility. This in turn enabled the RPA to equip a significant number of participants from EASF with knowledge and skills in conflict prevention, management, resolution and peacebuilding. The project also enhanced the capacity of the RPA personnel to organize and conduct training. The image and visibility of the RPA was also enhanced through public relations and communications. Furthermore, the availability of means of transport increased the administrative and operational efficiency of the RPA. Gender and human rights were mainstreamed in various project activities and in particular training. Indirectly, the project contributed to poverty reduction especially among women through employment in the construction of the RPA training and administration facility.



The financial support for the second project on enhancing the capacities of the RPA was used largely for regional training, purchase of a mini-bus van, recruitment of a Senior Researcher and Strategic Advisor, development of a five – year strategic plan for the RPA, purchase of 200 textbooks, and for publicity. Like the first project, the second project was also very important because it equipped the military, police and civilian personnel from the EASF member states with knowledge and skills in conflict prevention, management, resolution and peacebuilding. It also increased the strategic planning capacity of the RPA. In addition, the project enhanced the research capacity of the RPA personnel, the quality of training programmes, and the visibility of the RPA. The implementation of both projects enhanced synergy and strengthened partnership between the RPA and the GoJ as well as the UNDP.

On her part, the GoR purchased land for the construction of the RPA facility and for future infrastructure expansion, purchased a 30-seater bus, constructed and equipped a kitchen and dining hall. Furthermore, the GoR covers all administrative and operational costs of the RPA as well as some specific PSO courses. The contribution by the GoR has enhanced the standards and institutional capacity of the RPA.

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## 1. Background and Status of the Rwanda Peace Academy

The Rwanda Peace Academy (RPA) is a regional peacekeeping training and research institution under the Ministry of Defence. The idea of establishing the RPA was conceived by the Government of Rwanda (GoR) in 2006. In 2008 the Government of Japan (GoJ) and the United Nations Development Programme (UNDP) financed the project for establishment of the RPA. The GoJ and UNDP contributed USD 3,000,000 and USD 320,334 respectively. The project ended on 31<sup>st</sup> December 2012 when its assets were handed over to the Government of Rwanda.

In 2015, the GoJ and UNDP provided additional financial support amounting to USD 537,000 and USD 50,000 respectively for the second project on enhancing the capacities of the RPA. The project ended on 31 July 2016. However, the hiring of the Senior Researcher and Strategic Advisor was extended to 31<sup>st</sup> March 2017 without any additional cost. The extension was due to the fact that the initial applicants did not meet the required criteria for the position resulting in the post being re-advertised twice. Besides the contribution by the GoJ and UNDP in both projects, the GoR also provided, and continues to provide various forms of support to the RPA that include staff members, some facilities, land and strategic direction.

The RPA is recognized by the Eastern Africa Standby Force (EASF)<sup>1</sup> as one of its regional peacekeeping training centres. The RPA is a member of the Association of Security Sector Reform Education and Training (ASSET). It is also a member of the International Association of Peacekeeping Training Centres (IAPTC) as well as the African Peace Support Trainers Association (APSTA). The East African Community (EAC) has designated the RPA as the peacekeeping training institution charged with training of personnel

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1 EASF member states are Burundi, Comoros, Djibouti, Ethiopia, Kenya, Rwanda, Seychelles, Somalia, Sudan and Uganda.

from corrections/prison services of the EAC Partner States in the area of Peace Support Operations (PSO). The RPA is the only peacekeeping training and research institution in Rwanda that offers integrated PSO training.

The Academy equips the military, police and civilian personnel, mainly but not limited to the EASF region, with skills, competences and knowledge required to participate in Peace Support Operations (PSOs) that seek to meet Africa's present and future complex peace and security challenges. The Academy contributes to the full operationalization of the EASF and consequently the African Standby Force (ASF) by enhancing sub regional and regional capacity for conflict prevention, conflict management, conflict resolution and peacebuilding. The RPA intends to conduct academic programmes related to conflict and peace studies in future.

### **1.1 Rationale for the Establishment of the Rwanda Peace Academy**

Cognisant of the fact that there are peacekeeping training centres in Africa and in the sub-region, the Government of Rwanda established the Rwanda Peace Academy. The establishment of the RPA was informed by 5 factors.

First, while several shortcomings of PSOs can be explained by political issues related to the specific context of the conflict, poor performance of international stabilisation and PSOs can also be explained by a lack of staff with the right skills set and a lack of relevant persons put into positions in PSOs. The RPA attempts to address this point by focussing on practical elements of peacekeeping and peacebuilding in all its training programmes and by using real world situations and scenarios drawn from current PSOs as the basis for instruction.

Second, in addition to regional and international best practices, Rwanda offers a unique background of experiences to draw from in the area of post-conflict recovery and peacebuilding including

practical case studies of homegrown solutions. Rwanda's own experience of Liberation War and the Genocide against the Tutsi and ensuing efforts to develop the country provide important contexts and lessons for developing training in conflict management and peacebuilding.

Third, the establishment of the RPA was informed by Rwanda's active and significant contribution to regional and international peacekeeping. Rwanda is the second largest African Troop and Police Contributing Country to the UN peacekeeping operations and the 5<sup>th</sup> largest globally. Given this sizeable contribution to peacekeeping there is significant Rwandan expertise, experience and resources in these issues. Looking forward the continuous Rwandan support for peacekeeping means that more than ever before, Rwanda needs a peacekeeping training and research centre to consolidate and build upon Rwandan contributions and to share lessons and develop best practices within the ever-changing nature of PSOs. Moreover, the RPA is the only peacekeeping training institution in the country that offers integrated PSO training to national and international students.

Fourth, while there are several peacekeeping training centres in other sub-regions, there are only two in eastern Africa (Kenya and Ethiopia). There is need therefore to expand out the regional PSO training infrastructure in Eastern Africa in order to support a growing eastern Africa peace and security architecture and to utilise the experience of Eastern Africa's major Troop/Police Contributing Countries more effectively.

Fifth, while there is peace in Rwanda, the RPA contributes to further national peace consolidation through developing a cutting edge peace training and research institution that aims to expose participants to practical elements of conflict management, conflict resolution and peacebuilding. There is a strong realization in Rwanda that sustainable development cannot be achieved if there is no peace and security in the country.

## **2. PROJECT I: ESTABLISHMENT OF THE RPA**

### **2.1 Introduction**

The Government of Japan and the UNDP funded the first project for the establishment of the RPA by contributing USD 3,000,000 and USD 320,334.16 respectively. The financial support was used for:

- Construction of the RPA training and administration block;
- Purchase of IT equipment, furniture and textbooks;
- Capacity building of the RPA personnel and personnel from the region;
- Administrative support;
- Public relations and communication.

### **2.2 Construction of the RPA Training and Administration Block**

The RPA started training in November 2010 before its current training facility was in place. Initially, the RPA relied on the Rwanda Defence Force Command and Staff College (RDFCSC) for training facilities. In an effort to become independent, the RPA embarked on construction of its own training facility in October 2010. The ground-breaking ceremony was attended by the Honourable Minister of Defence, General James Kabarebe; Japan's former Ambassador to Rwanda, Excellency Kunio Hatanaka; the former United Nations (UN) Resident Coordinator, Mr. Aurelien Agbenonci; and the Governor of Northern Province, Mr. Bosenibamwe Aime among others. Construction of the training and administration block was completed in December 2012 and the RPA started using the facility in January 2013. However, the RPA continued to rely on the RDFCSC support facilities such as the canteen until January 2016.

The headquarter building that was constructed under the first GoJ and UNDP funded project comprises a modern auditorium with a sitting capacity of about 180 people and a spacious lounge. The Headquarter facility also has one large plenary room and 2 syndicate rooms, a conference room, personnel offices, a library, as well as a production room and a store. In addition to construction, the Academy also procured a standby generator for use in case of power outages.



**Initially, the RPA relied on RDFCSC Infrastructural facilities for training**





**The Groundbreaking ceremony for the construction of the RPA Facility was attended by the Honourable Minister of Defence, General James Kabarebe; Japan's former Ambassador to Rwanda, H.E Kunio Hatanaka; and the former United Nations (UN) Resident Coordinator, Mr. Aurelien Agbenonci, among others.**



**Aerial view of the RPA training and administration block**



**Front view of the RPA training and administration block**



**Side view of the RPA Training and Administration Block**



**Central garden at the RPA entrance**





### **Standby generator in case of power outages**

The first RPA Project enabled the RPA to have its own training and administration facility with modern furniture and IT equipment as well as a library. These facilities in turn enabled the RPA to train large numbers of participants as well as enhancing the standards and recognition of the RPA. In addition, the development of the training infrastructure partially attracted other partners such as the United Nations Institute for Training and Research (UNITAR), DPKO, the British Peace Support Team-Eastern Africa (BPST-EA) and the UK government, Save the Children International (SCI), the Germany Agency for International Development (GIZ), and the EASF Secretariat that were interested in supporting and participating in regional PSO training.

In addition the construction of the training and administration block had some indirect benefits to the local population in Musanze district and in particular women who were employed in the construction of the RPA headquarters. Women workers comprised 55% of the

total workforce. This contributed to the development of livelihoods and the fight against poverty as well as enhanced the welfare of Musanze residents who were employed on the construction site. Similarly, various tender awards in both the first and second projects enabled Rwandans in the private sector to benefit from the overall project through competitive tender awards.

### **2.3 Purchase of Furniture, IT Equipment, and Textbooks**

Under Project I, the RPA procured various furniture for the auditorium, plenary and syndicate rooms as well as personnel offices. In addition the RPA procured IT equipment such as desktop computers, laptops, ipads, printers, scanners, heavy and light duty photocopying machines, as well as photo and video cameras. The RPA also procured audio-visual aids such as television screens and mounted projectors that enhance the training delivery capacity of the RPA. Two hundred and fifty five (255) textbooks on peacekeeping, conflict and security studies were also procured and an e-library was established. This enhanced the capacity of the RPA to conduct research and to access external resource materials related to PSO training.



**Auditorium with a sitting capacity of about 180 people**



**Auditorium Lounge**



**Sample of plenary rooms with a seating capacity of up to 40 people**



**Sample of syndicate/workshop rooms with adjustable seating capacity**





**Samples of personnel offices**



**Electronic Library with 24 computers connected to outside e-libraries**



**Sample of equipment (photocopiers) in the production room**



**Store room with a variety of IT accessories and stationery**



**Library (Ground floor) with textbooks**



**Sample of television screens some of which are used as training aids**



**Sample of mounted screens used in training**



**Sample of mounted projectors**

## **2.4 Capacity Building of the RPA and Personnel from the Region**

Under Project 1, the RPA developed the capacity of its personnel and conducted a nation wide peacebuilding assessment. In addition, the capacity of the military, police and civilian personnel mainly from the EASF region was enhanced.

### **2.4.1 Enhancing the Capacity of the RPA Personnel**

#### **Training and on-the-job Experience**

The capacity of the RPA personnel was enhanced through training and on-the-job experiences. The RPA personnel attended various courses, workshops and conferences in and outside Rwanda and also participated in the delivery of training at the RPA. These activities enhanced their knowledge and experience in conducting training and exposed the staff to UN standards of instruction. The involvement of the RPA staff in the planning and organisation of courses and other events also enhanced their planning and organisational capacity.

#### **Study Visit**

In July 2010, two officers from the RPA undertook a study visit to the Kofi Annan International Peacekeeping Training Centre (KAIPTC) in Accra, Ghana. The visit enhanced their knowledge on the structure and functioning of peacekeeping training and research centres. It also enhanced cooperation with KAIPTC.

## Technical Support to the RPA

Six local technical staffs were recruited and their salaries paid by UNDP. As a result of this support:

- The department of research was staffed with two personnel and this enhanced the capacity of the RPA to conduct research;
- A training officer was recruited and this also enhanced the capacity of the RPA to plan, organize and deliver courses;
- An Accountant was recruited and this enhanced transparency and accountability as well as project monitoring, evaluation and implementation;
- The appointment of the Director of the RPA by the Ministry of Defence also enhanced the overall project coordination and implementation.

### 2.4.2 Capacity Development of Personnel from the Region

In addition to the training of its own personnel and building the general institutional capacity, the RPA conducted regional courses in peacekeeping and peacebuilding. The courses were mainly in the areas of rule of law, security sector reform, protection of civilians in peace support operations, human rights and humanitarian law, gender equality, and child protection, among other areas. This was done in line with the UNDAF outcome, "Rule of Law: Capacity of Government and Partners to sustain a peaceful state where freedom and human rights are fully protected, respected and enhanced".

Gender principles are mainstreamed in the activities of the RPA. Regarding training, the selection of participants, course content and methodology were done in accordance with the principles of gender equality and awareness. All resource persons were briefed on the importance of using gender sensitive language and all partner institutions and partner states were regularly requested to enhance the participation of women in training. The recruitment process of

the project staff also took gender dimensions into consideration. For example, out of nine RPA staff recruited between 2008 and 2012, three of them are women. The RPA also worked and continues to work closely with organisations and ministries such as UN Women and the Ministry of Gender and Family Promotion that promote gender equality and women rights.

Much like gender, human rights principles were also taken into consideration and implemented in the activities of the RPA. Human rights principles have been prioritised and form crucial modules of all courses given in line with the primacy of protection of civilians in contemporary peacekeeping and peacebuilding missions. In summary, training at RPA equipped the military, police and civilian personnel with knowledge and skills in conflict prevention, management, resolution and peacebuilding. The establishment of the Academy also contributed to peace consolidation in Rwanda by providing opportunities to Rwandan military officers, police officers and civilians in issues of PSOs and peacebuilding.

## **Conduct of Nation-wide Peacebuilding Assessment**

Through a competitive tender award, the Institute for Research and Dialogue for Peace (IRDP) was contracted to conduct a peacebuilding assessment at the national level to inform the RPA training and research needs in relation to peacebuilding and conflict prevention. As a result, the RPA was able to:

- Design a curriculum consisting of four programmes with 16 modules;
- Identify the target beneficiaries for the curriculum;
- Enhance partnership with IRDP

## **Samples of photos from courses conducted during Project I and not necessarily funded by the GoJ and UNDP**



**Gender Based Violence (GBV) Course**



**Security sector reform I Course**



**This is one of the courses that was funded by UN Women in collaboration with UNDPKO. Its main targets were the big UN Troop Contributing Countries.**



**This is one of the many courses that have been funded by the United Nations Institute for Training and Research (UNITAR)**

## 2.5 Administrative Support

Under Project 1, the RPA procured and maintained two vehicles for transporting its personnel as well as the course facilitators. The availability of vehicles enhanced the operational and administrative efficiency of the RPA.



**Double cabin pickup**



**Jeep**

## 2.6 Public Relations and Communication

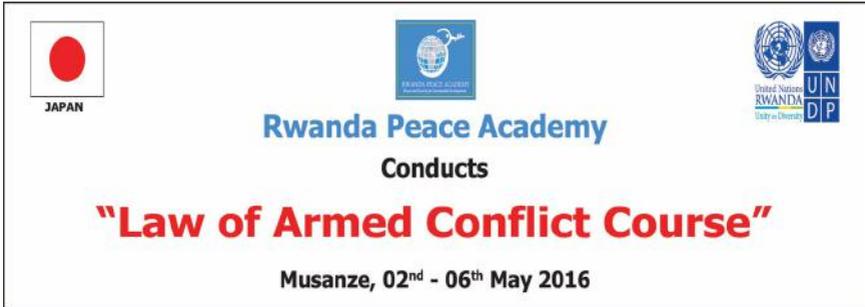
Under Project 1, the RPA kept the general public informed about its vision, mission, core values and objectives as well as the rationale for its establishment through the use of banners, electronic sign posts, RPA flag, flyers, billboards, as well as through other forms of print, electronic and audio-visual media. The objectives and importance of various regional courses were also publicised over the media. In addition, the contribution by the RPA's partners and in particular the GoJ and UNDP was recognised by putting their logos for example on course certificates and banners. The RPA also designed a website ([www.rpa.ac.rw](http://www.rpa.ac.rw)) over which relevant information about the RPA is hosted. These and other activities enhanced the image and visibility of the RPA and its key partners.



**RPA flag**



**RPA maintains 2 electronic signposts in Musanze**



### Sample of banners used



### Sample of certificates issued

As a result of its enhanced image and visibility that started during Project 1 and that continues to date, the RPA has acquired a number of partners and stakeholders. Various officials and organisations have also shown increasing interest in the programmes and activities of the RPA. The samples of photographs hereunder illustrate public relations and networking activities as well as their impact during and outside the GoJ and UNDP funded projects.



**Lt Gen (Rtd) Romeo Dallaire (centre) after delivering a keynote address to the students of RDF Command and Staff College attending a PSO Module at the RPA**



**Delegation from the Kingdom of the Netherlands headed by the Netherland's Ambassador (extreme left on the front row)**



**Dr. Gebrehiwot Berhe Mulugeta, the former Director of the Institute for Peace and Security Studies (IPSS, Addis Ababa) briefing the Director of the RPA in his office in Musanze**



**The former Director of International Peace Support Training Centre (IPSTC), Brig Robert Kabage (dressed in a civilian attire) receiving an RPA plaque from the Director of RPA**



**Members of the UN Germany Association visit the RPA**



**The USA Congressional staff delegation headed by Susan Adams, the Staff Assistant House Committee on Appropriations (dressed in a white jacket) during a presentation on the Overview of the RPA.**



**The USA Congressional staff delegation headed by Susan Adams, (centre) and accompanied by Maj. Shawn Russell, the Deputy Defence attaché at the USA Embassy in Kigali visits the RPA.**



**H.E William Gelling, UK High Commissioner in Rwanda delivers remarks during the opening ceremony of Stabilisation and Civil-Military Cooperation Course funded by the BPST-EA.**



**Mr. Tim Moody, the Second Secretary at the British High Commission in Kigali delivers remarks during the opening ceremony of "Protection of Civilians Course".**



**British Peace Support Team-Eastern Africa (BPST-EA), headed by Col. Richard Leakey Visits the RPA**



**The Commander of the BPST–EA, Col. Richard Leakey signing the visitors boo**

**The Chief of Staff of the Malawi Defence Forces, Maj Gen. Clement Namangali receiving the RPA Plaque from the Director of the RPA.**





**Malawi Defence Force Chief of Staff, Maj Gen Clement Namangale (5th from the left) and his delegation during the visit to the RPA**



**The Director of RPA and the representative of Save the Children International (SCI), Ms. Natacha Vorholter exchange signed copies of Memoranda of Understanding**



**The former Director of Eastern Africa Standby Force (EASF) Secretariat and the Director of RPA exchange signed copies of Memoranda of Understanding. The RPA is recognised by the EASF as one of its regional training centres**



**The Deputy Commandant of SADC Regional Peacekeeping Training School, Col. Sambulo Ndlovu receiving the RPA plaque from the Director of the RPA**



**The Commandant of the Defence Staff College, Kenya, Maj Gen. GRA Owinow (7th from left) and the College Students during a study visit to the RPA on 17th March 2015**



**A delegation from the Sweden and the Swedish Embassy in Kigali visits the RPA**



**The Defence and Internal Affairs Committee of the Parliament of the Republic of Uganda visits the RPA**



**The RDF Chief of Defence Staff Gen. Patrick Nyamvumba was the Guest of Honour at the Workshop for the Defence Attachés Accredited to the African Union**



**The RDF Chief of Defence Staff Gen. Patrick Nyamvumba Opened the Workshop**



**The Minister of Foreign Affairs and Cooperation, Honourable Madam Louise Mushikiwabo opened the 4th Regional Security Roundtable. The Honourable Minister of Defence Gen. James Kabarebe (Extreme Right) who opened the Roundtable was also present at the closing ceremony.**



**Honorable Minister of Defence, Gen. James Kabarebe (7th on the front row, L – R) presided over the closing ceremony of the Political Affairs Course.**



**The Minister of Justice and Attorney General, Honourable Johnston Busingye (4th , L-R) was the Guest of Honour during the opening ceremony of “Rule of Law Training for Judicial Affairs Officers in the United Nations Peacekeeping Operations”**

### **3. PROJECT II: STRENGTHENING THE CAPACITIES OF THE RPA**

In April 2015 the RPA received additional financial support from the GoJ and UNDP for the second project on enhancing the capacities of the RPA. The GoJ and UNDP contributed USD 537,381 and USD 50,000 respectively. The Expected Outcomes of the project were:

- (a) Knowledge and skills of the military, police and civilian personnel from the EASF member states in conflict prevention, management, resolution and peacebuilding are enhanced.
- (b) The ability of the RPA to plan and identify short and medium-term needs of the institution and what it wants to achieve in the next five years is enhanced.
- (c) The research capacity of the RPA is developed, one research paper, one policy document and written bi-monthly strategic advice notes are produced, and the capacity of RPA personnel to conduct rigorous and relevant research without external guidance is enhanced.

#### **3.1 Major Achievements**

The following major activities were realised during Project II:

- (a) Capacity building through the training of national and regional actors (military, police, and civilian personnel) in the area of peace support operations;
- (b) Purchase of a mini-bus van to reduce transport cost and consequently, the overall training costs;
- (c) Development of a five-year (2016 – 2021) strategic plan for the Rwanda Peace Academy;
- (d) Recruitment of a Senior Researcher and Strategic Advisor to produce one research paper; one policy document, and one

written bi-monthly strategic advice note; and to mentor RPA junior researchers.

- (e) Purchase of text books; and
- (f) Publicity of the project activities.

### **3.2 Capacity Building of EASF Personnel**

The RPA conducted seven regional courses in the area of peacekeeping operations. Participants were drawn from EASF member states. South Sudan was also invited to send participants for training. Two courses involved two weeks of instruction each while the remaining five courses lasted one week each.

The following seven courses were conducted:

- a. UN/AU Staff Officers Course;
- b. Peace Support Operations (PSO) Logistics Course;
- c. Understanding Conflict and Conflict Analysis Course;
- d. Protection of Civilians in Peace Support Operations Course;
- e. Personnel Safety and Security Course;
- f. Law of Armed Conflict Course; and
- g. Gender in Peace Support Operations Course.

The UN/AU Staff Officers Course was conducted from 20<sup>th</sup>-31<sup>st</sup> July 2015. The course brought together 24 military officers from eight countries namely; Burundi, Comoros, Kenya, Somalia, South Sudan, Sudan, Uganda and Rwanda. The course was attended by seven females (29% of the class), which is slightly below the planned target of 30%.



### Group photo during official opening ceremony of UN/AU Staff Officers course

The **Peace Support Operations (PSO) Logistics Course** was conducted from 31<sup>st</sup> August-11<sup>th</sup> September 2015. The course brought together 33 participants from seven countries namely; Burundi, Comoros, Kenya, Somalia, Sudan, Uganda and Rwanda. The course participants comprised 17 military, 5 police and 10 civilians officers. The course was attended by six females (18% of the class), which is below the planned target of 30%.



### Group photo during the official opening ceremony of PSO Logistics Course



**UN Resident Coordinator Mr. Lamin M. Manneh delivering remarks during the official opening ceremony of PSO Logistics Course**



**Mr Tomio Sakamoto, the Counsellor at the Japanese Embassy in Kigali, delivers remarks during the official opening ceremony of the Peace Support Operations (PSO) Logistics course**

The **Understanding Conflict and Conflict Analysis Course** was conducted from 30<sup>th</sup> November – 04<sup>th</sup> December 2015. Thirty-six participants from seven countries namely; Comoros, Kenya, Rwanda, Somalia, South Sudan, Sudan and Uganda attended the course. The course participants comprised 10 Military, 4 Police and 22 Civilians officers. The course was attended by 15 females (42% of the class), which is above and beyond the planned target of 30%.



The **Protection of Civilians in Peace Support Operations Course** was conducted from 14<sup>th</sup> – 18<sup>th</sup> December 2015. Thirty-two participants from six countries namely; Comoros, Kenya, Rwanda, Somalia, Sudan and Uganda attended the course. The course participants comprised 8 military, 4 police and 20 civilians Officers. The course was attended by 13 females (41% of the class), which is above and beyond the planned target of 30%.



## Protection of Civilians in Peace Support Operations Course



**Mr Stephen Rodrigues, the UNDP Country Director, delivering remarks during the official opening ceremony of the Protection of Civilians in PSO course**

The **Personnel Safety and Security Course** was conducted from 22<sup>nd</sup>- 26<sup>th</sup> February 2016. Twenty-nine participants from six countries namely; Comoros, Kenya, Rwanda, Somalia, Sudan and Uganda attended the course. The course participants comprised 7 military, 3 police and 19 civilians officers. The course was attended by 12 females (41% of the class), which is above and beyond the planned target of 30%.



The Law of **Armed Conflict Course** was conducted from 02<sup>nd</sup>- 06<sup>th</sup> May 2016. Twenty-five participants from 6 countries namely; Comoros, Kenya, Rwanda, Sudan, South Sudan and Uganda attended the course. The course participants comprised 11 military, 3 police and 11 civilians officers. The course was attended by 11 females (44% of the class), which is above and beyond the planned target of 30%.



The **Gender in Peace Support Operations (PSO) Course** was conducted from 23<sup>rd</sup>- 27<sup>th</sup> May 2016. Forty participants from seven countries namely; Comoros, Kenya, Rwanda, Somalia, Sudan, South Sudan and Uganda attended the course. The participants comprised 11 military, 4 police and 25 civilian officers. The course was attended by 22 Females (55% of the class), which is far beyond the planned target of 30%.

“Gender in Peace Support Operations course,” 23-27 May 2016.



Official Opening Ceremony at the Rwanda Peace Academy.

## Summary and Breakdown of the Courses Conducted Under Project II

Seven regional courses were conducted during Project II. The courses were attended by a total of 218 participants comprising 88 military officers, 23 police officers, and 107 civilian officers from 8 countries namely; Burundi, Comoros, Kenya, Rwanda, Somalia, Sudan, South Sudan and Uganda. The average women participation was 40%, which is far higher than the planned target of 30%. In addition a perception survey was conducted after all training activities to provide inputs into validation and evaluation of courses at RPA. Based on these surveys the average overall satisfaction of the participants for the quality of the course was 97.6%, which is slightly higher than the planned target of 97%. The courses enhanced the knowledge and skills of the participants in conflict prevention, management, resolution and peacebuilding. Details of the breakdown of instruction are shown in the table below.

S/ No	Course Title	Date	Participants			Gender		Country of Origin	Total
			Military	Police	Civilians	M	F		
01.	<b>UN/ AU Staff Officers Course</b>	20-31 July 2015	24	00	00	17 71%	07 29%	Burundi, Comoros, Kenya, Rwanda, Somalia, Sudan, South Sudan and Uganda	24
02.	<b>Peace Support Operations (PSO) Logistics Course</b>	31 Aug- 11 Sept 2015	17	05	10	27 84.4%	05 15.6%	Burundi, Comoros, Kenya, Rwanda, Somalia, Sudan and Uganda	32

03.	<b>Unders tanding Conflict and Conflict Analysis</b>	24-28 Nov 2015	10	04	22	21 58%	15 42%	Comoros, Kenya, Rwanda, Somalia, Sudan and Uganda	36
04.	<b>Protection of Civilians in PSO</b>	14-18 Dec 2015	08	04	20	17 53%	15 47%	Comoros, Kenya, Rwanda, Somalia, Sudan and Uganda	32
05.	<b>Personnel Safety and Security</b>	22-26 Feb 2016	07	03	19	17 58.6%	12 41.4%	Comoros, Kenya, Rwanda, Somalia, Sudan and Uganda	29
06.	<b>Law of Armed Conflict</b>	02-06 May 2016	11	03	11	14 56%	11 44%	Comoros, Kenya, Rwanda, Sudan, South Sudan and Uganda	25
07.	<b>Gender in Peace Support Operations</b>	23-27 May 2016	11	04	25	18 45%	22 55%	Comoros, Kenya, Rwanda, Somalia, Sudan, South Sudan and Uganda	40
<b>Total</b>			<b>88</b>	<b>23</b>	<b>107</b>	<b>130</b> <b>60%</b>	<b>87</b> <b>40%</b>		<b>218</b>

### 3.3 Procurement of a Mini – bus

Despite the availability of a big bus, the RPA used to hire smaller private vehicles for transporting a few course participants since the trainees do not arrive in the country at the same time. This was very expensive and using the big bus would be uneconomical. The procurement of a 14-seater mini-bus has reduced transportation cost by 88%



**Mini-Bus**

### 3.4 Development of a Five –Year (2016 – 2021) Strategic Plan for the RPA

A five-year strategic plan for the RPA articulating its strategic direction in the next five years has been developed. The strategic plan provides an analysis of the RPA operational environment and in particular its strengths, weaknesses, opportunities and strengths. The plan also identifies the goal of the RPA and planned outcomes in the next five years as well as the key strategies and resources required to achieve them. Furthermore, the strategic plan provides an implementation, monitoring and evaluation mechanism. The plan will guide detailed planning and operations of the RPA over the next five years.



**H.E Takayuki Miyashita, the Ambassador of Japan to Rwanda (Front Row, 3rd, L-R), attended the official opening of the validation workshop on the RPA Strategic Plan (2016 -2021) at Lemigo Hotel on the 25th July 2016**



**The validation workshop on the RPA Strategic plan (2016-2021) was attended by a wide cross section of partners and stakeholders**

### 3.5 Conducting Research and Developing Research Capacity

A Senior Researcher and Strategic Advisor has been recruited to produce one applied research paper, one policy paper, and written bi-monthly strategic advice notes. The Senior Researcher also mentors RPA junior researcher(s).



**Dr Marco Jowell,**  
Strategic Adviser and Senior Researcher

Dr Marco Jowell has substantial experience and expertise in peacekeeping, peacekeeping training, conflict and peacebuilding, international affairs, policy analysis and project management. Marco has held positions with the United Nations Group of Experts for the Democratic Republic of the Congo, was Senior Research Analyst at the UK's Foreign and Commonwealth Office (FCO), was Head of Applied Research at the International Peace Support Training Centre (IPSTC) in Kenya and was Director of Research for the Great Lakes Centre for Strategic Studies (GLCSS) in Rwanda. He is also currently a Director at the Africa Research Group, a research and consultancy organization providing world-leading insight and

advice, through years of practical experience in research, applied political analysis and hands-on policy making. Marco has a PhD in Politics & International Studies from the School of Oriental and African Studies (SOAS), University of London, that analyses the institutional development of PSO training centres in Africa using comparative case studies of Kenya, Ghana, Rwanda and Ethiopia.

As already indicated, the recruitment process for the Strategic Advisor and Senior Researcher was lengthy. He reported for duty in April 2016 and will serve until 31 March 2017 without any additional cost. The Senior Researcher has accomplished the following tasks:

- Provided a written bi-monthly strategic advice on the development of the RPA strategic plan and in particular significant input in the design of the RPA vision, mission and objectives as well as an analysis of the RPA operating environment;
- Produced a resource mobilization paper for the RPA;
- Lobbied the British Peace Support Team, Eastern Africa (BPST –EA), the UK High Commission and Defence Attaché for support for construction of accommodation blocks for accommodating course participants as well as sponsoring a number of further courses at the RPA.
- Lobbied the peacekeeping department of Foreign and Commonwealth Office (FCO), the Department for International Development (DFID) and the UK government’s Stabilization Unit about PSO training support for the RPA.
- Currently two detailed research papers are being developed:
  1. A research paper on “Protection of Civilians and PSO Training” to be published in a peer reviewed or other internationally recognised outlet.
  2. A policy paper on “Institutional Development of the RPA” to inform the development of the Academy’s structures and operations.

### **3.6 Purchase of Textbooks**

The RPA has purchased 200 textbooks for its library. The books will be used as reference materials for researchers and trainers as well as being available to the participants during training courses. The availability of modern textbooks across the spectrum of peace, conflict and security studies will serve as an important resource in training and research for the RPA.

### **3.7 Publicity**

Throughout the duration of Project II the RPA publicised the activities of the project mainly through the media. The production of this booklet is a further attempt to document not only the achievements of this latest project but also those of the first project as well as the contribution by the Government of Rwanda.

## 4. CONTRIBUTION BY THE GOVERNMENT OF RWANDA

The Government of Rwanda has made the following contributions through the Ministry of Defence:

- Produced the concept paper for the establishment of the RPA and subsequent individual project documents;
- Provides strategic guidance to the RPA through the Ministry of Defence;
- Procured land for construction of the RPA buildings and for future infrastructure expansion – accommodation facility, sports and recreational facilities;
- Provided a liaison office in Kigali for the initial staff of the RPA before the construction of the RPA headquarters was completed;
- Constructed, equipped and furnished a kitchen and dining hall for the RPA;
- Constructed a 200-metre asphalt road adjoining the RPA to the main tarmac road.
- Procured a 30-seater bus for transporting course participants - participants stay in commercial hotels in Musanze, six kilometers from the RPA training facility and 87 kilometres from Kigali city;
- Sponsors RDF Officers on specific PSO Courses/modules at the RPA;
- Covers all the administrative and operational costs such as cleaning, insurance and maintenance of the buildings, vehicles, IT equipment and furniture; and
- Provides staff and their salaries as well as allowances for the RPA personnel.



**Land (including the forested area) for future infrastructure expansion**



**Thirty-seater bus**



**RPA kitchen and dining hall: front view**



**Dining hall: interior view**

## 5. SUMMARY OF ACHIEVEMENTS, LESSONS LEARNT AND CONCLUSION

The contributions, achievements and lessons learnt highlighted in this section address both the first and second GoJ and UNDP funded projects as well as the contributions by the GoR.

### 5.1 Project I

The first RPA Project that ended on 31 December 2012 enabled the RPA to have its own training and administration facility with modern furniture and IT equipment as well as a library. These facilities enabled the RPA to train a big number of participants and enhanced its standards and recognition.

In terms of capacity building, the capacity of the RPA personnel was enhanced through training, participating in various workshops and conferences, practical delivery of training and on-the-job experience as well as through study visits. In addition the RPA also conducted a nationwide peacebuilding assessment that resulted in a curriculum consisting of four programmes with sixteen modules as well as the target beneficiaries for the curriculum. The RPA also delivered regional courses that equipped regional participants with knowledge and skills in conflict prevention, management, resolution and peacebuilding. Gender and human rights were mainstreamed in various project activities and in particular training.

In terms of administrative support, the RPA acquired 2 vehicles and this enhanced its administrative and operational efficiency. The first project also had some indirect benefits to the local population in Musanze district and in particular women who were employed in the construction of the RPA training facility. Women workers comprised 55% of the total workforce. This contributed to the fight against poverty, increased livelihoods and enhanced the welfare of

the residents in Musanze. Similarly, various tender awards through competitive bidding enabled some Rwandans in the private sector to benefit from the overall project implementation.

In the area of public relations and publicity, the RPA designed and procured a website, a flag, electronic sign posts and opened a post office box. The programmes and activities of the RPA were publicized through various forms of the media including but not limited to the RPA website, print, electronic and audio–visual media. This enhanced the image and visibility of the RPA and its partners. It also contributed to the expansion of partnership with other organizations and institutions. Interactions through various project implementation meetings also contributed to the building of strong synergy and partnership with the GoJ and UNDP.

## 5.2 Project II

During the second project the RPA conducted seven regional courses. The courses were attended by a total of 218 participants comprising 88 military officers, 23 police officers, and 107 civilian officers from 8 EASF member states, namely; Burundi, Comoros, Kenya, Rwanda, Somalia, Sudan, South Sudan and Uganda. The average women participation was 40%, which is higher than the planned target of 30%. The courses enhanced the knowledge and skills of the participants in conflict prevention, management, resolution and peacebuilding. The average satisfaction of the participants for the quality of the course content was 97.6%, which is slightly higher than the planned target of 97%. In addition to training, the RPA purchased a mini bus for transporting the staff of the RPA to and from the Academy as well as trainees from Kigali to Musanze. The availability of the vehicle has reduced transport cost by 88%.

Two hundred (200) textbooks for the RPA library were also purchased. The books will be used as reference materials for the

trainers and trainees. The availability of modern textbooks in the area of peace and security as well as conflict studies is also an important resource in research.

A five-year strategic plan articulating the strategic direction of the RPA in the next five years was also developed during Project II. The plan sets the strategic direction of the RPA in the next five years with a risk matrix provided. Last but not least the achievements of the two projects as well as the contribution by the Government of Rwanda were compiled into a booklet, widely distributed and publicised through various media outlets.

### **5.3 Government of Rwanda**

On her part, the GoR also made significant contribution to the establishment and development of the RPA. The GoR has made the following contributions:

- Provided land for construction of the RPA buildings and for future infrastructure expansion;
- Provided a liaison office in Kigali for the initial staff of the RPA before the construction of the RPA headquarters was completed;
- Constructed a 200-metre asphalt road adjoining the RPA to the main tarmac road;
- Constructed, equipped and furnished a kitchen and dining hall;
- Procured a 30-sit bus for transporting course participants;
- Sponsors RDF Officers on specific PSO Courses and modules at the RPA;
- Covers operational and administrative costs of the RPA.

## 5.4 Lessons Learnt

There are some key lessons that were learnt from both projects. First, a realistic and achievable work plan is crucial for successful implementation of a project. Second, periodic monitoring, evaluation and reporting are key to successful implementation of a project. Third, collaboration and synergy among stakeholders is an important factor in any project implementation.

## 5.5 Conclusion

In conclusion the RPA is on the map and is meeting a requirement. Due to concerted efforts by the GoR the concept for the RPA was developed. This impetus for developing the RPA is due to the need for contemporary PSOs and peacebuilding missions to be staffed with competent individuals, whether military, police or civilians, who are equipped with the necessary skills to perform their functions. In addition the Rwandan context of successful post-conflict reconstruction and the significant Rwandan contribution and expertise to global peace operations are crucial considerations for establishing the RPA as well as consolidating and building upon the foundations of peace that exists in Rwanda today. Finally supporting the African Union's Peace and Security Architecture (APSA) by diversifying and increasing the continent's PSO training institutions is essential.

The GoR in collaboration with the GoJ and the UNDP has put the concepts of developing a PSO training institution into practice. Successive support projects of i) establishing the RPA and ii) enhancing the capacities of the RPA have been implemented. These two crucial support projects have enabled the RPA to carry out its stated functions of enhancing the capacity of the military, police and civilian personnel from the EASF region in conflict prevention, management, resolution and peacebuilding.

In recognition of the RPA's achievements, the Academy has been recognised by the EASF and EAC as an affiliated training institution, has become a member of the Association of Security Sector Reform Education and Training (ASSET), is a member of the International Association of Peacekeeping Training Centres (IAPTC) as well as the African Peace Support Trainers Association (APSTA).

The foundations for a fully developed and institutionalized PSO training centre have been achieved. A modern training and administrative infrastructure, as well as qualified personnel are in place; a Strategic Adviser and Senior Researcher has been recruited, a curriculum of courses has been designed and a Five year Strategic Plan has been developed. Since 2010, 1570 participants have been trained in a number of courses related to PSOs and peacebuilding that incorporate cross-cutting issues such as gender and human rights as well as the Kigali Principles on Protection of Civilians.

Thanks to important support from RPA's partners several milestones of development have been achieved. The GoR is immensely grateful to the GoJ and UNDP for the support in establishing the RPA and strengthening its capacities. In the same regards the GoR is grateful to all other valuable supporters including; UNITAR, UK government, EASF, EAC, Save the Children International, UNDPKO and GIZ for assisting the Academy in realizing its mission.

