

Adapting to the Threat Cameroon's Military Evolves to Counter Boko Haram

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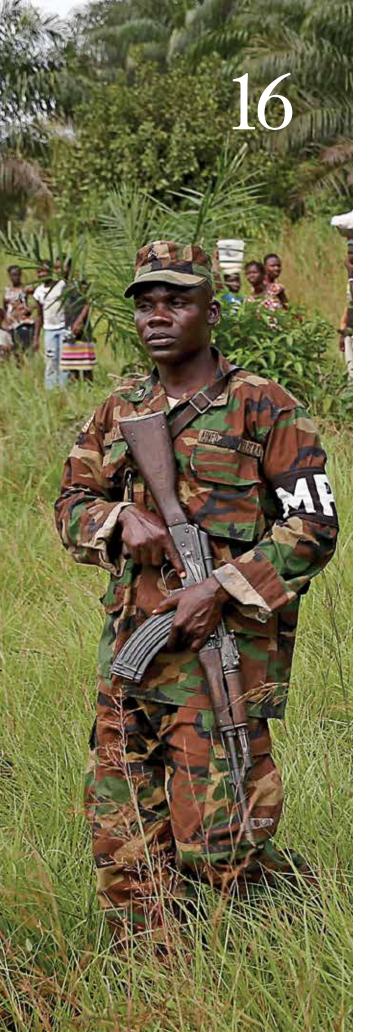
A Conversation with Brig. Gen. Daniel Ziankahn of Liberia

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ON THE COVER:

A Cameroonian Soldier watches from a mountain near the village of Mabass in northern Cameroon, overlooking the border with Nigeria. AFP/GETTY IMAGES



n ancient African proverb says, "When spider webs unite, they can halt a lion." This bit of wisdom shows what we all know intuitively: We're stronger when we work together. This is as true on the local level as it is in the realm of international security partnerships. Terror groups know no borders, and they take advantage of weak spots wherever they are found on the map. When one coun-

advantage of weak spots wherever they are found on the map. When one country adds pressure, terrorists shift their operations to a safe haven in a neighboring country.

This is what makes regional partnerships so important.

We have seen the value of these partnerships in the fight against the terror group Boko Haram. After the group consolidated territory in northeast Nigeria, it sought to expand by launching attacks and recruiting followers in the neighboring countries of Cameroon, Chad and Niger. But the nations of the region chose to face the threat together. They activated the Multinational Joint Task Force, which is authorized for up to 8,700 troops and has begun to win back territory through air and ground campaigns.

The regional approach means that Boko Haram has been unable to find a safe haven. The right of pursuit allows a nation's military to cross borders to chase terrorists trying to escape justice. The sharing of intelligence and assets among regional partners means that one country's strength becomes the region's strength. Against this type of united front, Boko Haram has grown weaker and more fractured.

We're seeing these types of alliances forming across the continent and around the world. When an emergency hits, countries no longer wait for a United Nations mission to be established. They're taking action. Leaders at the subregional level are increasingly aware that they have a responsibility to manage shared threats. Whether it is through regional organizations or through ad hoc partnerships, security alliances are vital. When there is no weak link in the chain of regional security, we're all safer.

U.S. Africa Command Staff



Nigerien Soldiers walk across a bridge that separates Niger from Nigeria. REUTERS



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Cooperation Pays Dividends in Lake Chad Basin



President Muhammadu Buhari of the Federal Republic of Nigeria spoke at the opening ceremony of the second Regional Security Summit for the Lake Chad Basin countries and communities on May 14, 2016, in Abuja, Nigeria. His speech has been edited to fit this format.

When our administration assumed office, our first task was to tackle and defeat Boko Haram. We restructured and re-equipped our Armed Forces. We strengthened cooperation among Lake Chad Basin Commission members and Benin. By December 2015, the gallant armed forces of Nigeria, Cameroon, Chad and Niger had degraded Boko Haram forces and squeezed them into a small enclave of Sambisa forest.



What remains is to dislodge the terrorists from their hideout in Sambisa Forest and safely liberate the Chibok girls and other victims of abduction.

Boko Haram now resorts to hit-and-run tactics, cowardly attacking soft targets, hitting innocent and defenseless civilians, and causing mindless damage to social infrastructure. Meanwhile, coordinated mop-up military operations are in progress supported by intelligence sharing and cooperation with local communities to clean the country and the region of Boko Haram.

Some of our achievements, at bilateral and multilateral levels, include:

- Recovery of all territories occupied by Boko Haram in Nigeria.
- Establishment of special military units by Nigeria, Niger and Chad to prosecute the War on Terror.
- Admission of the Republic of Benin to the group, to strengthen the regional coalition.
- Establishment of the Regional Intelligence
 Fusion Unit in Abuja to pool intelligence
 resources.
- Strengthening the security of border regions of member states.
- Setting up the Inter-Regional Coordination Centre, based in Yaoundé, Cameroon, under the aegis of the Gulf of Guinea Commission, to coordinate and disseminate intelligence and security information to all member states.

 Reactivation of the Multinational Joint Task Force with 8,500 officers and men, drawn from Cameroon, Chad, Niger, Nigeria and Benin, with headquarters in Ndjamena, Chad.

These and other achievements would not have been possible without the steadfast support, invaluable contributions and sacrifices of my brothers and presidents of Cameroon, Chad and Niger as well as the Republic of Benin. I am convinced that the great solidarity and good neighborliness demonstrated by all countries in the region would be a model for other regions faced with similar challenges.

As part of our comprehensive approach to addressing the root causes of terrorism and extreme radicalism in the region, we must now articulate a plan for the critical post-conflict development phase. While we work to enhance the provision of humanitarian assistance to the victims of terrorism, we remain focused on efforts to create conditions for the voluntary return of the internally displaced persons and refugees to their homes in peace and dignity.



Capt. Godwin Akuve, sector commander of the Multinational Joint Task Force, displays arms and ammunition recovered after a clash with Boko Haram in Nigeria's Borno State.

The long-term development of the Lake Chad Region is crucial to reducing the high poverty rate in the basin, a major factor in the recruitment of terrorists.

Finally, I assure you all that Nigeria remains committed to the global efforts against terrorism which knows no boundary, as is evident from past and recent events.



TRICKED-OUT BUSES COMPETE FOR RIDERS IN NAIROBI AGENCE FRANCE-PRESSE

he Brain Freeze, an eardrum-bursting, tricked-out Nairobi bus — or *matatu* as it's known in Kenya — studded with blue neon lights is like a nightclub rushing down the streets.

Music pumps from vehicle loudspeakers, as videos flash across flat-screen televisions. "It's like a club; this matatu is really cool," said student Mary Nicola, 20.

About 90 percent of Nairobi's commuters use a matatu daily. Competition is fierce, and a tricked-out ride like the Brain Freeze can make all the difference. Matatus are named after Manchester United footballers, singer Alicia Keys, Nelson Mandela, U.S. President Barack Obama and Pope Francis.

On the Brain Freeze, wheel rims and headlights are metallic blue, the radiator grille is stretched out like a snowplow, and a string of red lights illuminates when the bus brakes.

It cost 7 million shillings (\$70,000) to buy and customize. The owners were eager to attract the young and

hyperconnected, so they put a video online showing the bus being redesigned.

Kennedy Aina, a 22-year-old student, fits the Brain Freeze's target audience. "The matatu was here when I was done with my class; it has Wi-Fi, and it's quick," he said. In a warehouse, the smell of fresh

paint assaults the nose. Roy "The Great" Mungai - a much-in-demand matatu artist — adds finishing touches to a Rastafarian-themed bus.

The green, yellow and red exterior is adorned with an image of former Ethiopian Emperor Haile Selassie. Inside are pictures of reggae icon Bob Marley beneath a ceiling decorated with old vinyl records.

Nearby, "Gucci" is ready to go, and its owner, Chris Nsungu, is delighted. "Tomorrow, it will slide along the road!" he said.

Another day, another newly customized matatu. For Brain Freeze and the rest, the competition just got a little tougher.

A matatu driver beckons clients to take a ride. His bus has paintings of U.S. presidents Abraham Lincoln and Barack Obama and U.S. statesman Benjamin Franklin.

Tanzania Purges 10,000 GHOST GHOST WORKERS From Payroll

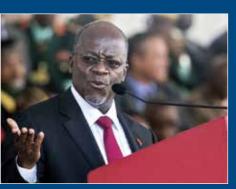
BBC NEWS AT BBC.CO.UK/NEWS

Tanzania has removed more than 10,000 "ghost workers" from its public sector payroll in a crack-down on corruption.

Payments to the nonexistent employees cost the government more than \$2 million a month, according to the prime minister's office. Authorities say they still are auditing the public payroll and expect to find more phantom workers.

President John Magufuli, who was elected in October 2015, promised to cut wasteful public expenditures. He ordered the audit in March 2016 and said the money saved would be put toward development.

Nicknamed the bulldozer, Magufuli has announced a range of cost-cutting measures since assuming office, including canceling official celebrations for independence day.



Tanzania spends more than \$260 million a month paying the salaries of its estimated 550,000 public workers, Reuters reported. "We intend

to have workers in government who

are honest,

accountable and hardwork-

Tanzanian President John Magufuli is cracking down on waste and corruption. AFP/GETTY IMAGES

ing. This is our priority, and it is a nonstop initiative," Prime Minister Kassim Majaliwa told *The Guardian* in London.

Many countries across the continent have been affected by the scam of so-called ghost workers.

In February 2016, the Nigerian government removed 24,000 workers from its payroll after an audit revealed they did not exist. In September 2014, Kenya began biometrically registering all civil servants after unearthing 12,000 similar cases.

Wages War on Pests in South African Vineyard

Duck

REUTERS

At 9:45 a.m. each day, more than 1,000 Indian Runner ducks are released for the first of two sorties at Vergenoegd vineyard in Stellenbosch, South Africa. Their mission: Seek and eat thousands of tiny white dune snails feasting on budding vines.

"Before we had the ducks, we had to put down snail bait, a pesticide. But for the past nine years I have been here we've used very little snail bait — almost nothing because the ducks eat all the snails and other insects," said vintner and horticulturalist Marlize Jacobs.

Used for centuries in Asia to control pests, the ducks stand upright like penguins and are slim enough to fit between rows of vines. They do not waddle; they run.

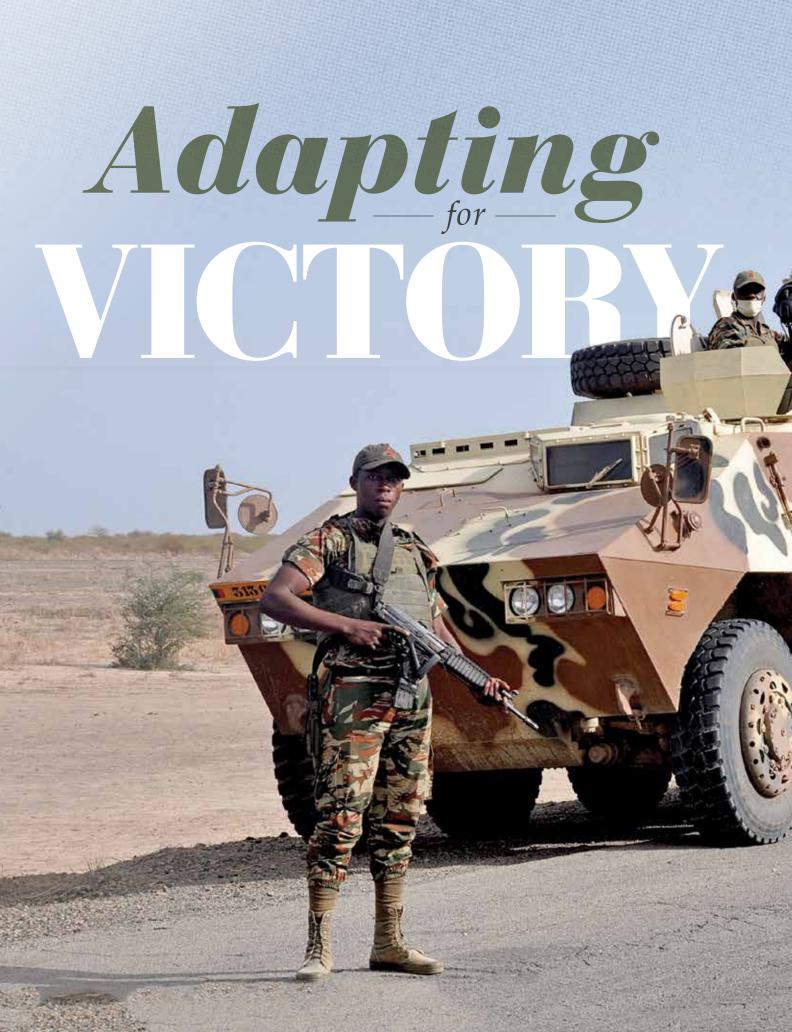
The flock, which started with six ducks in 1983, gives Vergenoegd extra points in the wine industry's sustainability certification process. The 57-hectare vineyard now uses so few chemicals, it does not need to declare them, Jacobs said.

Parading on the farm each day, the soldier-like birds are guided by a herder and can clear the snails from between half a hectare and a whole hectare a day. Besides fungal diseases, the snails are considered the main threat to vines at the farm.

"All over the industry and all over the world, dangerous harmful pesticides are being phased out, so I believe one day you will be forced to use alternative methods because pesticides kill all insects, even the friendly insects," Jacobs said.

However, the high cost of keeping the birds is a downside. On a similar-size farm, growers could spend about 50,000 rand (\$3,200) a season for pesticides, compared with 30,000 rand a month on ducks, which are kept in protective pens and fed grain to augment their snail diet, Jacobs said.







Cameroon evolves to thwart Boko Haram's changing tactics

ADF STAFF PHOTOS BY THE CAMEROONIAN ARMED FORCES

n the afternoon of October 15, 2014, Boko Haram launched an audacious attack. About 1,000 fighters crossed the barren border that separates Cameroon and Nigeria and surrounded the town of Amchidé. Young foot soldiers armed with AK-47s and known as *crieurs* for their fanatical shrieks made up the first wave. Next, older fighters rushed in on pickup trucks mounted with machine guns. Last came three tanks crushing everything in their path. The insurgents overran a police station and a gendarmerie post and took control of the city, executing civilians who could not prove they were Muslim.

The marauders continued on to an encampment of Cameroon's Rapid Intervention Battalion (BIR) 1.5 kilometers away, where they detonated a car bomb.

Understanding that they were greatly outnumbered, the BIR contingent defended its camp and called for reinforcements. Within three hours, about 1,000 BIR Soldiers from other camps in the region had responded and launched a counterattack that lasted nearly two days. By the end of the siege, the Cameroonian military had taken back two occupied cities and killed 107 Boko Haram fighters while losing eight Soldiers.

Cameroon's military chief of operations in the zone, Maj. Leopold Nlate Ebale, said it was an attack on an "unprecedented scale" on Cameroonian soil.

The assault alarmed observers not just for its boldness, but also for its sophistication. Earlier in the day Boko Haram had sent an envoy to the camp with false information, hoping to divert some of the military's manpower. The terror group also conducted a second attack simultaneously in the nearby town of Limani and tried to destroy a bridge to isolate the area.

"They had become an extremely fearsome force," Col. Didier Badjeck, head of the Cameroonian Defense Ministry's communications division, told *ADF*. "The first attacks that we sustained between the month of May and the month of October [2014] were frontal attacks, well-organized, by a terrorist force that was heavily armed with tanks.

9



THE MULTINATIONAL JOINT TASK FORCE AT A GLANCE

he Multinational Joint Task Force (MNJTF) was established in 1998 to deal with highway robbers and transnational crime in the countries surrounding Lake Chad. The idea was to join forces and prevent criminals from finding safe havens or crossing borders to evade justice.

Formed by the nations of the Lake Chad Basin Commission (LCBC), it was rarely used until 2012 when the countries relaunched it to deal with Boko Haram. Funding and agreeing on an operational plan and force structure proved difficult and caused delays. In October 2014, member states Cameroon, Chad, Niger and Nigeria pledged troops to the MNJTF, which is authorized for 8,700 Soldiers. Benin, which is not in the LCBC, also has pledged to contribute troops. The force's headquarters is in N'Djamena, Chad, and it is commanded by a Nigerian general with a Cameroonian serving as deputy and a Chadian serving as chief of staff.

The force became partially operational in November 2015, although not all countries had fulfilled their troop contribution pledge at that time. Hans De Marie Heungoup, a Cameroonian security expert and analyst with the International Crisis Group, said the MNJTF is making strides but is serving mostly as a coordinating mechanism as opposed to being a truly integrated force. When a mission is planned, all member nations have input through the mechanism and can offer troops as needed and grant authorization to operate on their sovereign territory if requested.

"You cannot say yet that the force is integrated like a NATO force," Heungoup said. "It's just to coordinate now; it is not yet a unified force. Each of the forces is based in their own territories." We understood that we were facing more than simple terrorists; they had the methods of operations of a military."

There was good reason for this. For a year, Boko Haram had looted weapons depots and consolidated power in northeastern Nigeria. By the time it crossed into Cameroon, it had amassed a miniature empire including 14 local government areas and 30,000 square kilometers, an area roughly the size of Belgium. The attacks made it clear that Boko Haram members were not satisfied with the territory they held. They wanted to expand.

Northern Cameroon was a natural next step. The region is cut off geographically, economically and culturally from the rest of the country. It is underdeveloped with a 70 percent poverty rate, and many young men there need employment. "No matter the indicator — access to health care, access to education, access to clean water — it's ranked last in all of them," said Guibai Gataba, publisher of the newspaper *L'oeil du Sahel* and a native of northern Cameroon. "The population is huge, and there's just no work."

Many people in the north share ethnic and linguistic ties with people in northern Nigeria. The region has long been a *carrefour*, or crossroads of cultures, with people moving easily back and forth between Cameroon, Chad and Nigeria selling illegal and legal merchandise.

"The border, in reality, it didn't exist physically," Badjeck said. "It could be desert, it could be swamp when it rains, but you go from one side to the other without recognizing it."

Boko Haram's leader, Abubaker Shekau, announced in a 2014 video message that he had created a caliphate, and its capital was the town of Gwoza, Nigeria, less than 10 kilometers from the Cameroonian border. At the time his forces outnumbered Cameroonian forces in the north 3 to 1.

A strategic shift

By mid-2014 the response to the threat was beginning to take shape. Cameroon's President Paul Biya declared war on Boko Haram in May at an event with other presidents from the Lake Chad Basin region who had gathered for a summit at the Élysée Palace in Paris.

After the declaration, Cameroon's military restructured its forces and divided the former 3rd Inter-Army Military Region that had included much of the north into two new regions with bases at the front lines of the fight. The newly created 4th Inter-Army Military Region headquartered in Maroua became the nerve center of the effort. "This decreased the response time and allowed us to have a command post right beside the action," Badjeck said. "This was a decision that was extremely important at a politico-strategic level."

Cameroon also began promoting younger officers with experience in the north and knowledge of Boko Haram

🔂 Yaoundé

KEY LOCATIONS in Battle Against Boko Haram

Amchidé, Cameroon:

CAMEROON

A two-day battle between nearly 1,000 Boko Haram insurgents and Cameroonian forces on Oct. 14 and 15, 2014, signaled the sophistication of the group and its desire to take over territory inside Cameroon.

2 Waza Park, Cameroon:

In May 2014, Boko Haram kidnapped 10 Chinese laborers and stole vehicles from Sinohydro, a Chinese company building roads nearby.

3 Maroua, Cameroon:

Headquarters of Cameroon's 4th Inter-Army Military Region.

4 Mora, Cameroon:

CHAD

NIGERIA

Base for Sector 1 of the Multinational Joint Task Force commanded by Cameroon. The MNJTF is headquartered in N'Djamena, Chad.

CAMEROON

5 Kousseri, Cameroon: Northern base for Cameroon's Motorized Infantry Brigade.

6 Achigachia, Cameroon: Boko Haram fighters invaded and occupied the town in December 2014 and were taken out by Cameroonian land and air forces. This marked the last effort by Boko Haram to control land inside Cameroon.

Kumshe, Nigeria, and

CHAD

8 Ngoshe, Nigeria:

Cameroonian and Nigerian military forces worked together in these towns in February 2016 to attack and dismantle artisanal weapons factories where Boko Haram made many of its IEDs.

9 The Sambisa Forest, Nigeria: In March 2016, Cameroon launched Operation Tentacle, partnering with Nigerian forces to clear this forested area, a

Boko Haram stronghold.

tactics to command units on the front lines. It repositioned the Motorized Infantry Brigade to Kousseri in the north, across the river from N'Djamena, Chad, and beefed up the presence of the gendarmerie, creating new outposts to clamp down on traffickers and cross-border activity.

"We switched from a phase of containment of the threat to a phase of taking initiative," Badjeck said.

The military launched two missions. One, Operation Alpha, was staffed by the nation's elite BIR, which doubled the number of troops stationed in the region in July 2014 to 2,000. The second, Operation Emergence, was commanded by the Army. Gradually, the total military presence in the north grew to nearly 10,000 Soldiers.

Something else important happened. The military branches, sometimes criticized for being mistrustful and cut off from one another, began working together. This phenomenon, termed "interarmisation," occurred at the urging of the president and minister of defense, but also was due to the unique demands of the fight. Many missions required the speed of the BIR and the heavy firepower of the Armored Reconnaissance Battalion and the Ground-to-Ground Artillery Regiment. Some missions also called for the close air support of the Air Force's Mi-17 or Z-9 attack helicopters. Some missions to clear the islands of Lake Chad required the expertise of the Marines.

"You began to see a change in the way different units interacted," said Hans De Marie Heungoup, a Cameroonian security expert and analyst with the International Crisis Group. "The gendarmerie, the Soldiers from Emergence 4, the BIR from Operation Alpha were cooperating."

The posture paid dividends. In December 2014, Boko Haram fighters invaded and occupied the tiny town of Achigachia on the Cameroon side of the border. Ground

Soldiers from the Rapid Intervention Battalion take part in Operation Alpha to locate and eradicate Boko Haram forces in northern Cameroon. forces conducted a tactical retreat from the area and called for air support. Under direct authorization



Vigilante groups offer short-term security, but northern Cameroon needs long-term development

ADF STAFF -

hen a female suicide bomber came to Mora, Cameroon, and refused to stop at a checkpoint, it looked like another gruesome attack was about to occur in a region that has grown used to carnage.

Then something unusual happened. A civilian who is part of a self-defense group in the town shot an arrow with a poison tip at the attacker. The shot killed the woman as a second suicide bomber detonated her vest, but the blast killed only the terrorist. The armed citizen's quick action likely saved dozens of lives.

Vigilantes and self-defense groups are proliferating in northern Cameroon and northern Nigeria as civilians look for ways to defend their communities from Boko Haram insurgents and other threats. Some are paid, but most are volunteers. Some receive basic military training, and their equipment ranges from semiautomatic weapons to bows and arrows or even farm implements. The Cameroonian government is distributing equipment including rifles, flashlights and night-vision goggles to the groups. It is also working with village elders to ensure the best candidates are selected to join the groups.

Cameroonian President Paul Biya has endorsed the practice, calling the armed citizens "models for the nation."

Lt. Gen. Rene Claude Meka, head of Cameroon's Army Command Staff, said they are part of a long Cameroonian tradition of "popular defense." "In effect, the Cameroonian people rose up as one man against the barbarity," Meka said. "This has allowed us to obtain the positive results that we have today."

Vigilantes have been valuable to security forces who count on them to pass along intelligence and, in effect, serve as their eyes and ears in remote parts of the country. "They work with the Army and give them information," said Col. Didier Badjeck, spokesman for the Cameroonian Armed Forces. "They will say,



Attention, there is a foreigner that we don't know,' and that permits us to limit, enormously, the consequences of these suicide attacks." This work has also put them at risk as Boko Haram has begun exacting revenge. In July 2016, Boko Haram members snuck into the village Cherif Moussari at night and slit the throat of the head of the village self-defense group only hours after he had been appointed.

The connection between civil society and security runs deeper than just the few who volunteer to stand guard. Observers say true security will require additional development in Cameroon's north and new job opportunities for the young men who are Boko Haram's prime recruiting targets.

"The majority of people recruited by Boko Haram are recruited through socio-economic incentives," said Hans De Marie Heungoup, a Cameroonian security expert and analyst with the International Crisis Group. "They offer them motorbikes or a loan or a salary for three or six months."

Guibai Gataba, founder of *L'oeil du Sahel*, a newspaper that covers security issues in the region, said the north, the area most densely populated in Cameroon, may need its own Marshall Plan after years of disruption due to the Boko Haram threat and other pressures. The average age of Boko Haram adherents is 23, with many joining during childhood and growing up in the group. "You have a zone in despair, a zone overpopulated with no education, no hope, no work," he said. "This is easy prey for Boko Haram."

There is no simple fix for this problem. The Cameroonian government has approved \$10 million to

fund an emergency development and recovery plan for the north. The estimated cost to meet regional needs, however, is closer to \$1 billion, Heungoup said. Military engineers are pitching in with civil road and bridge construction projects, including an anticipated road project



Members of a vigilante group hold bows and arrows in the town of Kolofata in northern Cameroon.

putting an end to the conflict," Ebodé wrote. "It's more about setting up a durable peace. That's why next to military initiatives there are civil initiatives. Furthermore, civilians offer the major and multiform support needed for the final victory."

in Maroua that should help commercial activity.

All agree that the needs are daunting for the 4 million people who live in the region, 70 percent of whom live in poverty. In an essay published in the Cameroonian military magazine Honneur et Fidelité, Vincent Ntuda Ebodé of the University of Yaoundé II-Soa argues that defense forces and civil society actors need to work together to fight Boko Haram's long-term influence. "It's not only about

from the president, Alpha Jet pilots flew bombing raids that neutralized the Boko Haram threat. The overwhelming response ended Boko Haram's efforts to control land inside Cameroon.

"This was the second stage of this conflict," Badjeck said. "With this there was a lot of shock, a lot of contact, and never again were the terrorists of Boko Haram able to successfully occupy Cameroonian territory."

Asymmetric phase

As Boko Haram found itself unable to hold territory, it resorted to asymmetric tactics. Badjeck said the extremist group commonly hid mines and improvised explosive devices (IEDs) along roads.

Boko Haram became three times more likely to use bombs in 2014 than in 2013, according to research published in the journal *Scientific Bulletin*. Victims were twice as likely to be civilians during this time, and the use of children and women in attacks increased.

Badjeck said this was evidence of the sophistication and the depravity of the foe. "You have to understand that Boko Haram isn't stupid," Badjeck said.

"They reflected on it and realized that the strongpoint of the Cameroonian Army is its flexibility and mobility, so to hit the center of gravity of the Army they had to create a problem for their mobility."

In response, Badjeck said, Cameroonian units relied heavily on demining training they received from France



Col. Didier Badjeck is director of the Cameroonian Defense Ministry's communications division.

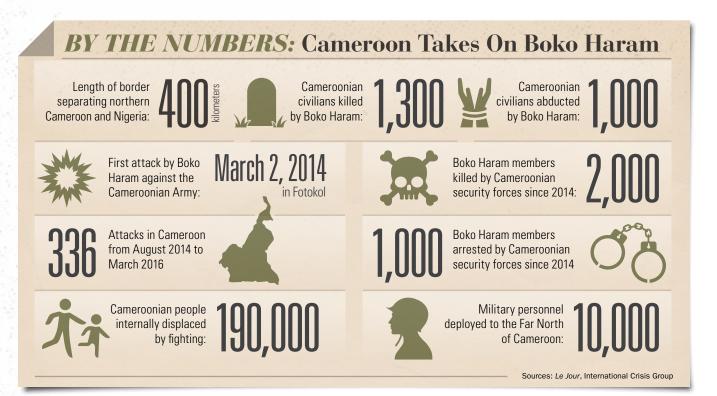
and the United States. They began intensive surveillance of the roads aided by drones and spearheaded by a newly created gendarmerie unit assigned to the north. The gendarmes from the squadron known as ERIGN4 increased the number of checkpoints on roads, and used mirrors, metal detectors and hand-held scanners to look for bombs. "It took three to four months for the military to adapt

[to the asymmetric conflict]," Heungoup said. "Also, it took a kind of shift for them to adjust their planning. Now due to the threat of IEDs, they said, 'Maybe we should not go everywhere as we used to on the road.' It needs to be done more carefully."

In February 2015, Boko Haram responded again by changing its targets from roads to civilian locations such as markets and increasing the use of suicide bombers. In three months during the summer of 2015, suicide bombings killed 100 people and injured 250 in northern Cameroon. Of the 34 suicide bombings recorded in Cameroon through March 2016, 80 percent were committed by women or girls.

A regional effort

Although Cameroon made progress in foiling asymmetric attacks, commanders realized they were simply reacting to the problem and not addressing its source. They needed to dismantle the training camps and safe havens inside Nigeria. Beginning in June 2015, Cameroon was allowed to exercise an unwritten "right of pursuit" to cross the





A Cameroonian Air Force Mi-17 helicopter lands in northern Cameroon. border and attack Boko Haram targets on Nigerian soil. Concurrently, the region activated the Multinational Joint Task Force (MNJTF) under the

umbrella of the Lake Chad Basin Commission and the African Union. Headquartered in N'Djamena, the MNJTF is authorized for 8,700 troops and includes four operational sectors in Cameroon, Chad, Niger and Nigeria.

Cooperation and intelligence exchanges have improved since these developments. "More and more intelligence is gathered through the MNJTF and even bilaterally," Heungoup said. "Often the Nigerian Army will call the Cameroonian Army to alert them of the situation, and vice versa. There has been quite a bit of progress in terms of sharing the intelligence and even sharing the operational plan, which is not something we always see in the coalition."

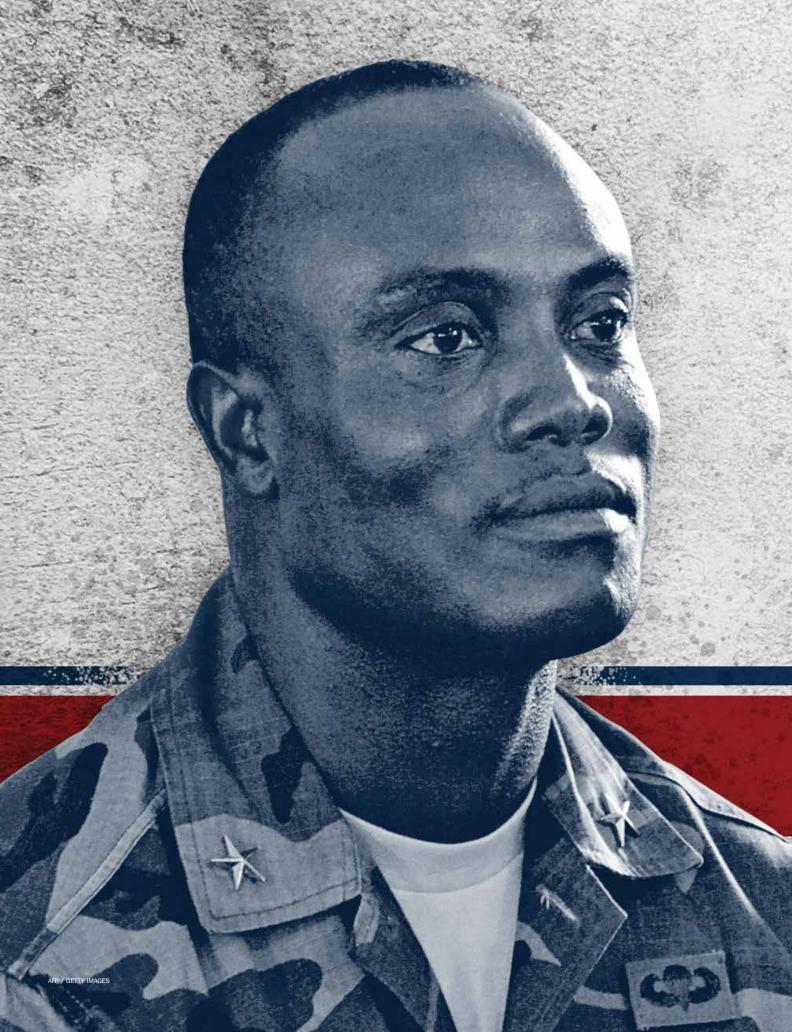
Evidence of this partnership was on display during two missions in February 2016 in Kumshe, Nigeria, and Ngoshe, Nigeria. Here, Cameroonian and Nigerian military forces worked hand in hand to attack and dismantle artisanal weapons factories where many of the IEDs are produced and young people were indoctrinated and trained to become suicide bombers. In Kumshe, Cameroonian forces were supported by their Nigerian counterparts who blocked roads and prevented a strategic retreat on the part of Boko Haram. In Ngoshe they uncovered four artisanal bomb factories with large stores of batteries, triggers and suicide vests ready to be used.

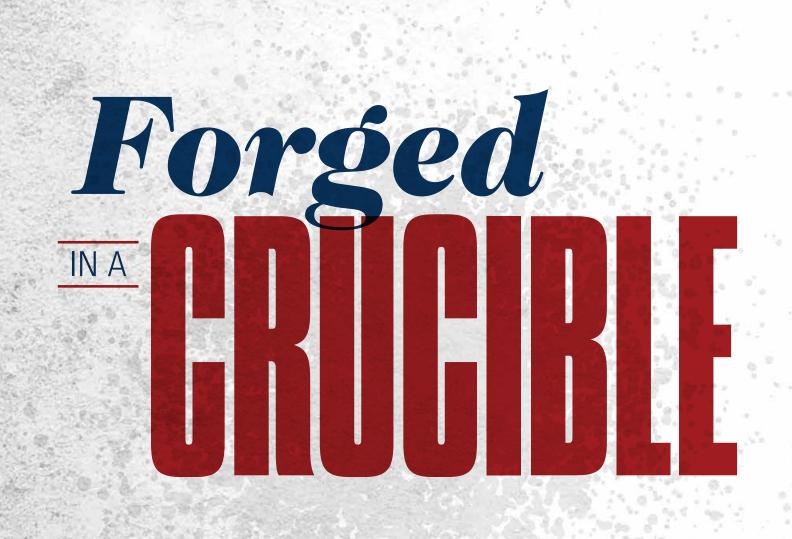
"We realized that there needed to be greater cooperation with Nigeria, and Nigeria accepted that under the banner of the MNJTF," Badjeck said. "This produced a lot of results, and we have noticed that since we started hitting these bases, there aren't any suicide attacks. That means that the action that we have put forth is a strong action."

Despite the progress, the fight is far from over. In the 12 months ending in August 2016, Boko Haram launched 200 attacks in the extreme north of Cameroon, the magazine *Jeune Afrique* reported. Many of these attacks were low-level raids with Boko Haram members stealing cattle or searching for provisions during the night. Other attacks targeted the civilian *comités de vigilances* — vigilante groups that offer security to villages. About 190,000 Cameroonian civilians have been internally displaced by the violence and are afraid to return home.

Cameroon military leaders are confident they will defeat the threat, but they caution that this will require patience and vigilance for whatever the next phase brings.

"The enemy regularly adapts," said Lt. Gen. Rene Claude Meka, head of Cameroon's Army Command Staff. "In terms of perspective, we believe that we are in a fight that could stretch out over a long period of time. Because even as the military capacities of the enemy appear to weaken, its capacity to inflict damage will last for a long time."





Brig. Gen. Daniel Ziankahn says the Armed Forces of Liberia emerged from the country's Ebola crisis stronger and ready to lead

Brig. Gen. Daniel Ziankahn is the chief of staff of the Armed Forces of Liberia (AFL). Appointed to the top post in 2014, he is the first Liberian to lead the military since the end of the nation's civil war in 2003. **Before his current** position, he served as a platoon leader and as the military assistant to the Minister of Defense, the AFL-deputy assistant chief of staff for operations, and executive officer and later commander of the 23rd Infantry Brigade. He holds a Master of Military **Art and Science** degree from the U.S. **Army Command** and General Staff College. He spoke to ADF from Monrovia. This interview has been edited to fit this format.

Q: Would you mind talking about the Liberian civil war? How did that shape you personally, and did that impact your perspective on the importance of national security? **A:** The civil war impacted every Liberian, whether you were in the country or not and, for the most part, I was in Liberia. I was in my late teens when the civil war came. You can imagine being the only boy of your mother's nine children. You know that she would be heartbroken if she heard that you were partaking in the civil war, so I was always closer to her. We had to flee Monrovia to go in the hinterland in Rivercess County where I hail from. I still remember a lot of stuff about the civil war because I had to come back [to Monrovia] in 1992 to continue my education, and Operation Octopus [a bloody assault on the capital by forces loyal to ex-president Charles Taylor] was occurring. My parents' house was burned to ashes. I lost a lot of good friends and family

members in the destruction. So coming out of the civil war, I think it impacted us in many more ways than one. There are a lot of hard memories.

Q: One of the lasting impacts of the civil war was the damage done to the reputation of the army in the eyes of Liberian civilians. How have you worked with Liberian civilian officials and international partners to rebuild and rebrand the Armed Forces?

A: That was one of the things that drew me to the AFL, because we saw a lot of factions in the former armed forces that depended on which region they came from in the country and the tribal alliances and all that stuff. So people were not trusting the military. What brought some of us to the military

was the chance to be a part of the whole restructuring process of creating the new Armed Forces. There were some allegations in the past that the merit system was not followed. So after the Accra Peace Accord, ECOWAS [the Economic Community of West African States] and the United States government took the lead to restructure the military, and they set some standards. This whet some of our appetites, and that's what brought us here. There is a lot that we still have to do because trust is something that is earned. It's not something that you can buy or you can force upon people.

Q: What are you doing to earn that trust?

A: We're trying to have a good civil-military relationship. You have our military right now going into the hinterland of Liberia to try to carry on some rehabilitation work. We have the engineers and the medical unit doing outreach. Besides that, the way we teach our Soldiers to be with the communities, those are things that are bringing some degree of certainty to the Armed Forces. And, can you imagine, for the first time in five decades, we are partaking in international peacekeeping. We are part of MINUSMA [the United Nations Multidimensional Integrated Stabilization Mission in Mali].



Armed Forces of Liberia Brig. Gen. Daniel Ziankahn receives the Order of Saint Maurice Award at the Barclay Training Camp in Monrovia on February 26, 2015. The award honors the recipient's high standards and dedication to the infantry. AFP/GETTY IMAGES

We've also increased education standards. The high school diploma is the minimum [to enter the AFL]. All the officers must have their first degree.



A Liberian Soldier guards the construction site of an Ebola treatment unit in Tubmanburg, Liberia, in 2014. And, interestingly, once you pass the level of captain and go to major, you have to go to the

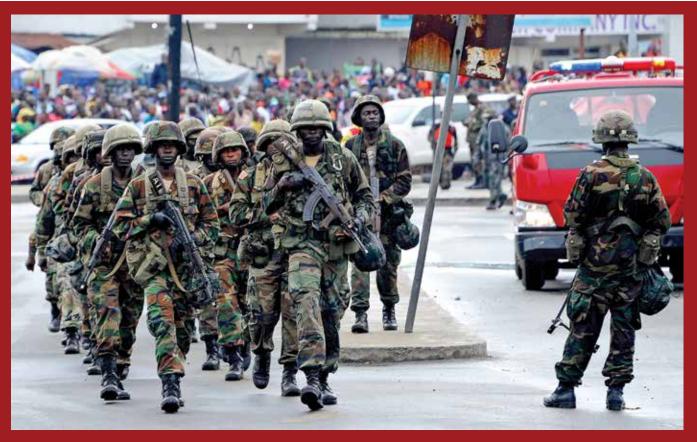
commanding general staff college. If you looked at the percentage of my officers, captain and above, about 90 percent have their master's degrees. If you look at that level of education, I think this helps give the communities some level of trust. But education alone isn't enough; you have to bring some positive attitude in the way you deal with people.

Q: Let's move on to the Ebola outbreak. As a new chief of staff, what was the first thing that went through your mind when it was clear the AFL would be at the forefront of responding to Ebola?

A: That was one of my crucibles, if I could call it that. The Ebola outbreak began in 2014, right after I got appointed, but it was not as deadly on a wide scale at that point because it had begun just at the border with Guinea in Lofa County. I left that same front just around the same time in July to go to Boston and attend the John F. Kennedy School of Government and do some senior manager courses. While I was there a state of emergency was declared, and the president ordered the AFL to be deployed to help in trying to secure some of the Ebola treatment units, escort VIPs and escort medical personnel. Prior to that we had been on some missions along the border, we had been on Operation Restore Hope I and II along the Ivoirian border. But that was our first time to be deployed in the city in such a role. One of the problems that we had was lack of logistics, because this was during the height of the rainy season so it was kind of difficult, and we didn't have the type of vehicles to move in the hinterland.

Q: What specific challenges did you face in coordinating with neighboring countries such as Sierra Leone and Guinea during the Ebola response?

A: The very first thing, I know for sure we did not have the infrastructure in place to handle the Ebola crisis. That was not unique to Liberia — it was the entire Mano River Basin. There was no contingency plan that was put into place for such an epidemic. There was an absence of consultative mechanism. Who do you talk to? Everybody just wanted to be in their lane. Do you talk to this NGO, or this minister of health, and who should be in charge? It was this problem of who should really take charge of the whole issue, and that's what prolonged everything. In my country, for example, you would have the



AFP/GETTY IMAGES

Liberian Soldiers cross the Monrovia bridge during a training exercise on June 24, 2016. health minister who wanted to take charge, maybe an NGO like Samaritan's Purse, they wanted to get the relief stuff that is coming in. We had the U.S. coming in

with Operation United Assistance; we also had people from the African Union and ECOWAS as well. So the problem was that we didn't have the consultative mechanism. I ended up picking up the phone and talking to my counterpart from Guinea or my counterpart from Côte d'Ivoire or Sierra Leone, but again they were not in charge. They were just trying to prop up the efforts of the health workers or maybe the police, so it was a great challenge. But I think right after that there were a lot of conferences held and a lot of consultation, and I think this is why the second wave and the third wave of Ebola were easily defeated as opposed to the first wave.

Q: Are you confident now that if something like this happens again there is a plan in place to address it?

A: Sure. There will always be some discrepancies, but with the lessons learned I think we can tackle 99.9 percent. I must be quite sincere and say logistics remain a big problem. You can get all of the mechanisms into place, you can get all of

the training, you can get the ideas, but if you lack some level of mobility, it is crucial. Say if I were to move from Monrovia on a 50-mile journey, if there is a bridge that was cut, logistics would still be an issue. But the way we dealt with the second wave and the third wave and the fourth wave [of the outbreak], I'm confident that we can try to get over this hump.

Q: What would be the biggest changes you'd make to the Ebola response if you were to do it differently?

A: If I were called upon to do it differently, not just me but the leadership of the AFL, we would not want to deploy in the forefront because we are not really trained for internal security operations. We would only be serving as a backup to the Liberian National Police; they should be the ones doing their job. We should only be there to back them up. Our primary responsibility is to defend the territorial integrity of this country from both external and internal [threats], so in the cases of what we call "military operations other than war," I think we should be trying to help. And besides that, I think we shouldn't have employed live rounds because that was not a war zone. I think using blank rounds and other measures, those are things that we would do differently.

Q: What specifically did the AFL's clash with civilians while trying to enforce a quarantine at West Point teach you?

A: There were lives that were lost. That was one of my biggest regrets since I've been chief of staff. There were a lot of calls from the international community and from the local dailies; when you turned the pages of the newspapers, you would see people writing that the AFL killed unarmed civilians, but like I told you those are lessons learned. It was unfortunate that someone had to lose their life. No parent should have to bury a child, but this is it. That moment did not define the Armed Forces of Liberia. Those individuals were involved in what I would call the West Point scandal, they were [punished according]

to the Uniform Code of Military Justice]. That's the good thing about the Armed Forces of Liberia; we do not shoot our Soldiers, we do not take them to the barracks and try to hide them. We try to expose those who have brought some embarrassment to the AFL. And that's what institutions should be doing. There will be someone who goes astray. There will be

some bad apples, but the inability of an institution to reprimand those who go above the law makes the institution bad. We were able to take some concrete action. There is no military commander from antiquity to modernity that will control the actions of every individual Soldier, but what that commander can do is hold every Soldier accountable for their individual actions. This is what we did, and it sends a message.

Q: Do you think the response to the Ebola crisis afforded the AFL an opportunity to rebrand itself in a positive way in the eyes of Liberian citizens?

A: When they saw us building those Ebola treatment units along with the U.S. military, along with the Screaming Eagles [the 101st Airborne Division], it made an impact. We were in Bomi County, and it was our corps of engineers that was doing all of that, so the citizens saw us doing our jobs. We were able to rebrand ourselves, and that was just one of those moments where we tried to change the perception of the AFL for the Liberian populous. **Q:** July 1, 2016, marked the official end of the U.N. Mission in Liberia (UNMIL). How significant a milestone is the recent drawdown of the UNMIL forces? How would you assess the AFL's readiness to provide security nationwide? [Editor's Note: UNMIL has since agreed to extend its mandate to the end of 2016, although the AFL has taken over full security responsibilities in the country.]

A: Some people are not happy because they became used to the international presence. The civil war in Liberia just subsided in 2003, and since then the international community has been here. It is not that they don't have confidence in their own security system, but they are also thinking that if UNMIL leaves, could there be another outbreak of civil

National security is a jigsaw puzzle, and everybody has to bring a piece of that puzzle."

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- Brig. Gen. Daniel Ziankahn

war? These feelings are natural. Some people are still licking their wounds from the civil war. Some people are still traumatized. I think the real test will come when the U.N. pulls out and people see how we deal with issues. This is the irony of the whole thing. For the first time it is the AFL and the Liberian National Police doing all of the work; UNMIL has just been in the back

seat looking out. For example, it has been more than two months since we took over the explosive ordnance disposal responsibility. Our response team has been collecting all of the remnants of war. The Liberian National Police have been doing all of the patrols. But the people have some legitimate reason to be cautious because of all of the madness of the civil war, and since it ended, the only force they've known is UNMIL. But yes, the good thing about it is we have been prepared for this. And while UNMIL was a multinational force and we can't match them man for man or weapon for weapon, what we can do is we can be deployed strategically and we can try to work with the citizens. National security is a jigsaw puzzle, and everybody has to bring a piece of that puzzle. The success rests on the shoulders of the citizens. That's why we have good civil-military relations with the people. It is those people we are trying to defend, but we also need their human intelligence and to interact with them, so it's not just a one-way street. I'm confident the AFL will play its role, and if other parts of the security apparatus play their role and everybody knows their role, we can work together for total security. \Box

LIBERIA SHARES SHARES LESSONS FROM EBOLA EBOLA EBOLA

THE COUNTRY'S MILITARY PLAYED A KEY ROLE IN STOPPING THE EPIDEMIC AND ORGANIZING THE COUNTRY'S RESOURCES

BRIG. GEN. DANIEL ZIANKAHN

CHIEF OF STAFF/ARMED FORCES OF LIBERIA MAJ. SCOTT POLASEK

SECURITY COOPERATION DIRECTORATE/WEST DESK OFFICER/U.S. ARMY

iberia still feels the pain from the loss of more than 4,000 of its citizens to the Ebola epidemic. The 2014 outbreak devastated communities and forever changed the country.

The Armed Forces of Liberia (AFL) played a key support role in the eventual containment of the epidemic. The AFL learned many lessons that can inform future military responses, not only for Ebola outbreaks, but for other crises not traditionally supported by militaries.

Unfortunately, in the spring of 2014, governments and international experts did not foresee the tragedy that was about to unfold in Liberia. They believed that the epidemic would follow historical Ebola epidemiological patterns and be contained in a matter of weeks. Those expectations soon were shattered as this became the first time the Ebola virus spread through multiple countries and hit urban centers.

Cases steadily increased in early summer 2014. Initially the outbreak was confined to northern Liberia. There were 12 cases in May and 51 cases in June. The area of infection spread in July, and by the end of the month, there were 329 cases.

The number of cases exploded in August. By the end of the month, there were 1,378 cases of Ebola in Liberia, a 319 percent increase from the end of July. Ebola had spread to most of Liberia's states and major urban centers. Even more worrying, disease experts estimated that if there was no intervention, there could be more than 100,000 Ebola cases in Liberia by the end of January 2015.

The severity of the outbreak led Liberian President Ellen Johnson Sirleaf to declare a state of emergency. Unfortunately, no adequate contingency plans existed for an Ebola epidemic of this magnitude. Compounding the problem was the Liberian people's lack of understanding of infectious disease outbreaks. Most Liberians did not understand what Ebola was or how it was transmitted. Some did not even believe it was real.



Liberian Col. Prince Johnson speaks with community members about an Ebola treatment unit to be built in their village. PFC. CRAIG PHILBRICK/U.S. ARMY

This lack of comprehension was not limited to the civilian population. For example, hospitals became infection hot spots because of improper prevention protocols practiced by doctors and nurses. By the end of August, the situation was bleak, the response was confused and the Liberian people were afraid.

Yet September brought hope. The government of Liberia, with technical support from the World Health Organization, opened a 120-bed treatment unit, and the U.S. deployed 3,000 military personnel to Liberia.

This declaration of support from the international community provided courage to the Liberian people, a way forward and much-needed positive momentum.

Within a matter of days, the U.S. joined the AU and other organizations and began conducting combined operations with the AFL. Over the next three weeks, the AFL developed a plan to build, sustain and staff 17 treatment centers for Ebola victims. They established additional mobile laboratories to process blood samples of suspected Ebola victims. To address the high infection rate of health care workers, they began training them on how to treat patients infected with Ebola. The AFL and U.S. personnel also began building a state-of-the-art treatment center for health care workers to encourage international experts to come to Liberia.

Even more important than what they did in September is what they became: a team. Various governments, organizations and militaries formed a common goal. This team endeavored to blunt the growth of new cases per day. This was critical to prevent the worst-case scenario from occurring.

Work that began earnestly in September began to bear fruit in October. Ebola treatment centers became operational in the most affected areas. These centers created a firewall that contained the outbreak to affected communities. The additional test labs cut the time it took to process the blood samples of suspected Ebola patients from three days to two or three hours, *USA Today* reported. The government of Liberia developed an effective communication strategy that educated the population on what Ebola was, how it was transmitted and where to seek treatment. These efforts reduced the number of new cases.

Ebola containment operations switched from defensive to offensive operations in November and December. With assistance from international partners, the AFL completed the construction of the majority of the health care centers and completed the worker training. The team developed new methods to identify potential patients, test people at one of the mobile laboratories and place confirmed Ebola patients in treatment centers within a matter of hours. Most important, the Liberians understood what Ebola was, factors that lead to its transmission and the importance of seeking timely treatment.

These efforts led to a 60 percent decrease in new cases per day by New Year's week, compared to the highs in August. The Liberian Ebola epidemic in 2014 could have



A Liberian teacher takes the temperature of students as they arrive for morning lessons as part of the Ebola prevention measures put in place at a high school in Monrovia, Liberia. THE ASSOCIATED PRESS

been considerably worse if it had not been for international community support. Thanks to this support, the AFL played a key role in reducing the Ebola threat in Liberia.

LESSONS LEARNED

There are numerous lessons learned from the 2014 Ebola epidemic. The following are the AFL's top four:

Develop partnerships: Relationships were key to the successful containment of Ebola. For example, the strong partnerships the AFL had with U.S. political, military and health professionals predated the epidemic and enabled financial support, technical medical training and military logistical support. Complex problems, such as the Ebola outbreak, will be solved only when militaries collaborate with organizations that have vastly different expertise and cultures.

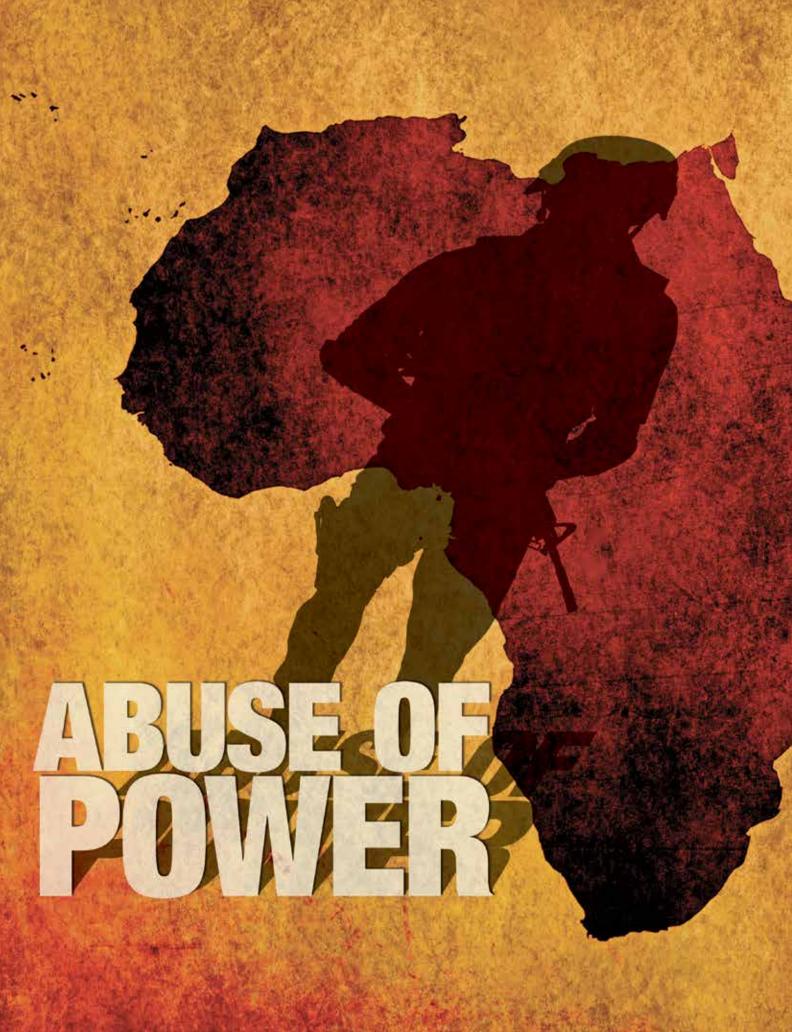
Support civilian authorities: Militaries are not accustomed to acting in a subordinate role to other government agencies and civilian organizations. Most of the organizations involved in this operation did not have the defined decision-making process to which militaries are accustomed. However, at no point did the AFL desire an official leadership role. Instead, the militaries applied influence and leadership through their ability to professionally plan, synchronize and execute large-scale complex operations. This is the best way to support its civilian leadership during a dire time of national crisis such as the Ebola epidemic. The principle concern of the military should be defending

its nation, its values and supporting its civilian leadership.

Develop an agreed-upon end state: The key to containing Ebola was developing a team that sought the same end state: halting the spread of the Ebola virus. This goal overcame all bureaucratic rivalries by aligning organizations and resources to achieve the mission. Professional militaries should set the example for their civilian and government counterparts to follow.

Prevention is key: The saying, "an ounce of prevention is worth a pound of cure," summarizes the importance of readiness. It is vital for the AFL and other militaries in the region not to lose the knowledge and best practices they've identified from the difficult experience of the Ebola outbreak. To be better prepared for future outbreaks, militaries should develop an epidemic response plan and conduct exercises that simulate that response. The military can also play a role in ongoing public education efforts to promote hygienic practices and educate Soldiers and civilians about the origins of Ebola and other diseases.

The World Health Organization declared Liberia Ebola-free on May 9, 2015. Since then Liberia has had other outbreaks of Ebola with many more likely in the future. These outbreaks were different because Liberia learned from the first epidemic. This time the responses were timely and effective. It is the AFL's hope that African militaries also have learned lessons from the 2014 Ebola epidemic in Liberia. □





SEX AND GENDER-BASED VIOLENCE CAN HAMPER MISSIONS AND TARNISH MILITARIES

ADF STAFF

Sexual and gender-based violence (SGBV) and sexual exploitation and abuse (SEA) have been major problems in peacekeeping missions for many years. Missions in Bosnia, the Central African Republic (CAR), the Democratic Republic of the Congo and others have reported sexual assaults in the past 20 years. These accusations harm the credibility and effectiveness of these missions.

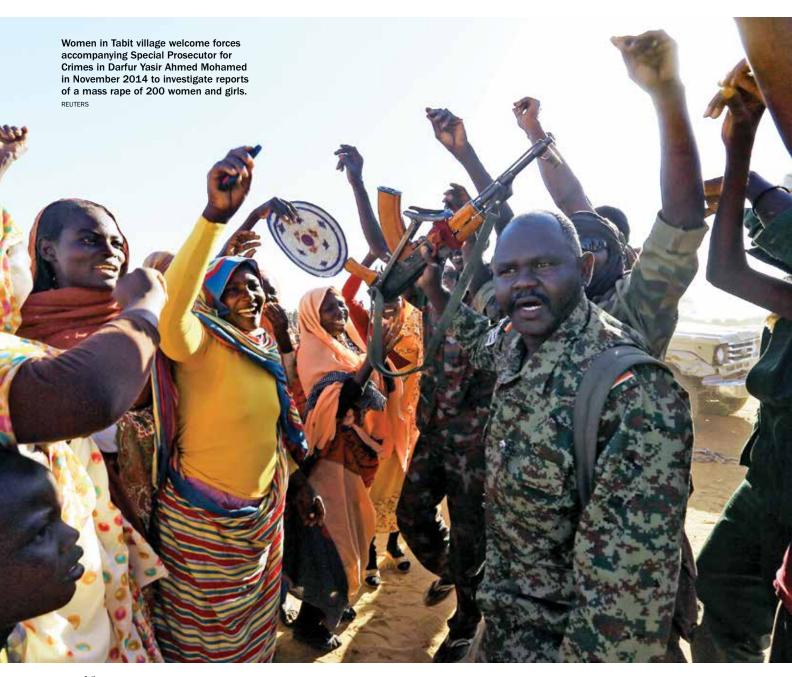
Current unrest in the CAR has provided one of the most egregious examples of peacekeepers abusing civilians. According to the International Business Times, an internal United Nations report indicates that peacekeepers abused 10 to 12 boys ages 8 to 15, exchanging food and money for sex at a camp for internally displaced people in Bangui between December 2013 and June 2014.

The size, scope and complexity of international peacekeeping missions can complicate efforts to prevent SGBV.

For example, as of March 31, 2016, the Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA) had 9,799 Soldiers, 1,896 police officers and more than 1,000 other personnel. Forty-eight nations contributed people to the mission. The number of troop-contributing countries (TCCs), the disparate number of personnel with varying levels of training, the prevalence of vulnerable civilians, and the absence of peace and government institutions in the host country combine to make addressing SGBV all the more complicated.

Ugandan Maj. Gen. Fred Mugisha recalls the conditions he faced during his tenure as force commander of the African Union Mission in Somalia (AMISOM) from 2011 to 2012.

When the peacekeeping mission began in 2007, Somali government forces were composed



of undisciplined militants who had served various warlords across the country. Mugisha's AMISOM forces came from several nations, each bringing Soldiers with varying levels of training and knowledge. Those troops had to work with Somali forces.

"The AMISOM troops were better trained, better equipped, but I don't think different countries had a unified standard in as far as protection of gender-based violence was concerned," Mugisha told *ADF*.

SGBV includes a range of offenses such as rape, assault, forced/early marriage and even human trafficking. The U.N. says sexual exploitation is "any actual or attempted abuse of a position of vulnerability, differential power, or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another." In peacekeeping missions, SGBV/SEA has often involved the rape and sexual abuse of women, men, boys and girls. Sometimes, food or other resources are traded for sexual favors. This is an abuse of the peacekeeper's responsibility to safeguard civilians.

Once an incident is reported, new challenges emerge: The crimes are committed in a nation with no functioning government structure or institutions. The responsibility to prosecute rests with the TCC that sent the accused soldier, who must be sent to his home country for prosecution. Repatriation creates immediate problems with evidence and access to victims. Even if the TCC prosecutes, it will happen away from the victim and the community in which the crime occurred.

"But the offended — the person whose rights have been violated — will not be in the TCC to see to it that law and justice has taken course," Mugisha said. "What does that do? It causes mistrust. They think you have simply repatriated the suspect and justice will not take place. And that, of course, creates certain negative feelings."

ADDRESSING THE PROBLEM

Making headway against sexual violence and exploitation will require training at multiple levels and a commitment to seek justice when crimes are committed. Neither will be easy, but there are hopeful signs that the issue is getting more attention in Africa. High-profile cases have brought the problem to the public's eye, and continued attention will chip away at the perception of impunity so often associated with the violations.

Thembile Segoete, principal legal officer at the African Court on Human and Peoples' Rights, spent 10 years prosecuting various crimes, including rape, in her native Lesotho. She also prosecuted two sexual violence cases between 2006 and 2009 as part of the International Criminal Tribunal for Rwanda. She dealt with five more cases on appeal between 2010 and 2014 and has addressed SGBV at the policy level.

"As a prosecutor, my belief is that these crimes should be punished in the way that other crimes get punished, which is by imprisonment, mostly," Segoete told *ADF*, adding that offenders also should be dismissed from the military. Too often, the acts can be viewed in the context merely of bad behavior, which minimizes the severity and seriousness of the offense.

Effective prosecution of SGBV in peacekeeping missions, Segoete said, would have various entities involved at different levels:

Troop-contributing countries: The United Nations holds TCCs responsible for investigating and ultimately prosecuting or disciplining their own soldiers when they are accused of SGBV offenses. This typically is done after accused troops are repatriated to their home countries.

Repatriation complicates matters in that it removes the accused from the accusers, and it can make it easier for nations to ignore accountability. One way around this, Segoete said, is to give host nations "subsidiary duties to prosecute." That way, if a country fails to live up to its responsibilities, then the host nation could take action.

Cynthia Petrigh, founder and director of Beyond peace, a Singapore-based peace support and human rights consultancy, said when TCCs prosecute, they could bring judges and lawyers to the host nation and try cases there "so that everyone knows there is justice." Doing so also would simplify the presentation of evidence and witnesses.

The host country of the peacekeeping mission: Host nations should investigate and report to the mission sponsor — the U.N., European Union or African Union — and the TCC. Doing so brings attention to the problem and holds the TCC accountable.

Peacekeeping mission commanders: A mission commander's first duty when learning of SGBV offenses "is to take all measures necessary to stop it," Segoete said. The commander also should report to the TCC and mission sponsors.

Mission sponsors: Groups such as the U.N. should investigate based on reports received from other stakeholders, consider

recommendations of the mission commander, and hold the TCC accountable for prosecuting offenders.

THE VALUE OF SENSITIZATION AND TRAINING

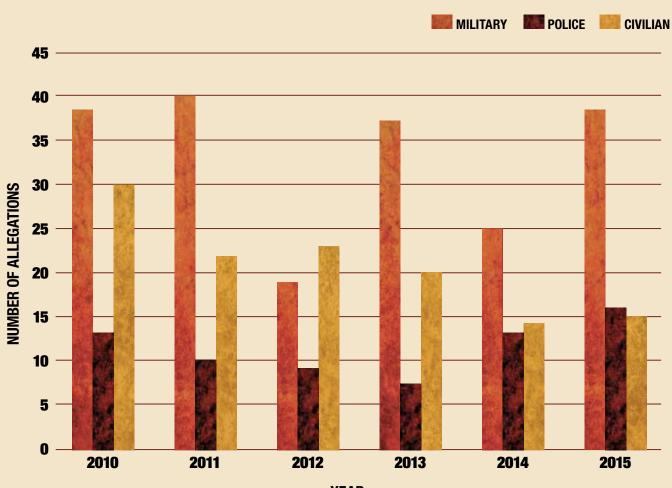
Most of the work to combat sexual violence should be done before crimes occur. This requires proper training for military personnel and informing civilian populations of their rights before a mission begins. Conditions in host nations make civilians especially vulnerable to abuse and exploitation.

"There is no peace; people are always running for their lives," Segoete said, adding that host countries typically lack stability and the institutions through which victims can report that they have been sexually violated. This lack of security and sense of desperation makes civilians vulnerable and easily coerced into relationships based on their need for protection or humanitarian aid, such as food or medicine. "So at that point, because of the vulnerable situation they find themselves in, they don't even realize that they are victims of exploitation, and so they will not report it because they are not even aware that they are victims ... because in those conditions, what matters is, 'Where am I going to get my next meal?' " Segoete said.

Petrigh agrees that making sure civilians know their rights is essential. However, the work is best done by nongovernmental organizations and the U.N., not militaries. "When people know about their rights, the violations decrease," she said.

Militaries also should undergo expert training using U.N.-approved programs on humanitarian law and how to interact with civilians. Doing this first can avoid the need for prosecutions later. The United Kingdom sent Petrigh to Mali to participate in European Union training there. She trained about 2,700 Soldiers, which at the time was about half of the national Army.

TOTAL ALLEGATIONS BY CATEGORY OF U.N. PERSONNEL



During her 11-month stint, she received about 700 Soldiers at a time, who were divided into 10 groups. For 10 weeks, she instructed the groups on SGBV and international humanitarian law. She measured her effectiveness in four ways:

First, instruction was not limited to classrooms. Knowledge of SGBV and gender relations was tested in tactical training drills. For example, gender-based dilemmas were inserted into checkpoint exercises and scenarios to secure an urban improvised explosive device (IED) factory. Instead of an IED facility, Soldiers would find a room full of civilian women. was interested; I said, 'And how will you treat women?' And he said, 'I will treat women like my sister and my mother.' "

Petrigh's training in Mali has not been the only effort to combat SGBV in Africa. In August 2015, AMISOM conducted a Gender and SGBV Course at the Peace and Conflict Studies School at the International Peace Support Training Centre in Karen, Kenya. The course, designed for AMISOM personnel and funded by the Norwegian government, trained 20 participants from 10 African nations, mostly AMISOM police and military personnel.



Cynthia Petrigh of Beyond peace coordinates outdoor drills with Malian gendarmes. She led instruction on preventing sex and gender-based violence for Malian troops. CYNTHIA PETRIGH

Second, many of the Soldiers left for northern Mali to fight Islamic insurgents after their training, and human rights observers reported that the behavior of Malian troops improved.

Third, Petrigh debriefed a battalion that returned from a deployment to the north. The Soldiers reported that their training and knowledge had improved relations with civilians and made their operations easier.

Finally, she also had Soldiers fill out a questionnaire at the start and end of their training. She asked the same questions each time. The results were positive and clear.

"I will give you one example: In day one, one of the Malian Soldiers ... said that 'rape is the beauty of war.' And on the 10th week I asked again the same person, and I said, 'What did you learn in this course?' A very open question. And he said, 'Oh, we learned how to treat prisoners and civilians and women.' So I Uganda also has stepped up to help fight sexual violence. The government has provided 5 acres for the International Conference on the Great Lakes Region's Regional Training Facility on Prevention and Suppression of Sexual Violence in the Great Lakes Region. Uganda since February 2014 has provided office space for the center in its Ministry of Gender, Labour and Social Development.

When it comes to SGBV, awareness is key for civilians and Soldiers. And when properly trained, military personnel often respond well. Petrigh said Soldiers want to be proud of their countries and do the right things. She saw it in Mali's Army. She was impressed with how they responded and understood "that it matters for the image of their country."

"They said, 'We don't want to rape; we don't want to give a bad image of the Armed Forces of our country.' "

TRAINING TO **PROTECT**

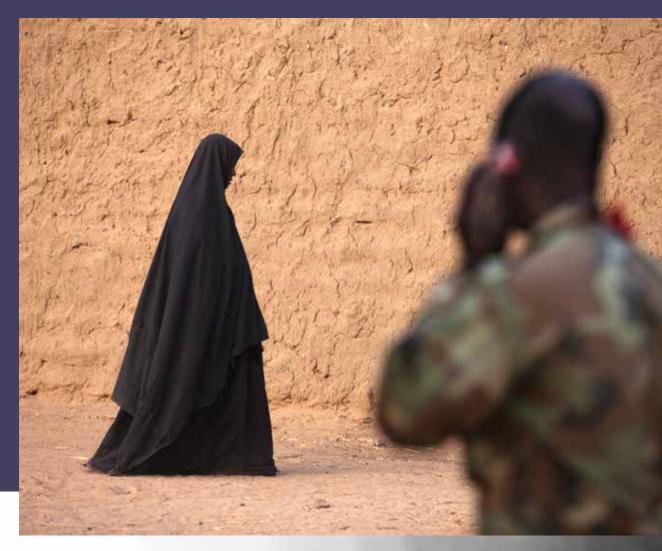
ISTOCK

the VULNERABLE

Mali Emphasizes Human Rights, protection of women and children in combat zones

LT. COL. AMINATA DIABATÉ

Lt. Col. Aminata Diabaté is chief of the International Human Rights Law Section in the General Staff of the Armed Forces of the Ministry of Defense and Ex-Combatants of Mali. Her work focuses on gender-based violence.



A woman walks past a Malian Soldier in the northern village of Kadji. The town was a stronghold for the extremist group the Movement for Oneness and Jihad in West Africa before Malian forces liberated the town in early 2013. REUTERS

eginning in 2012, Mali endured a crisis in the northern part of the country from which it is still trying to emerge.

For the first time, many elements of the Armed Forces and security sector faced complex and difficult situations. These included issues such as human rights law, the application of United Nations resolutions, and the code of

conduct for the Armed Forces of Mali. The task at hand was immense, and the situation of the conflict was constantly evolving.

The rights of populations in northern Mali were gravely violated by the application of Sharia, which contradicts Mali's judicial texts. In effect, the space of collective and individual liberty was severely reduced with the application of Sharia in the regions occupied by Islamic groups. Public whippings, restrictions on free expression, and forced marriages became commonplace. This had a profoundly negative effect on the rights of women and girls.

The consequences of an armed conflict on gender relations are significant. Forced displacement and violence linked to the sex of the victim are two repercussions that closely follow conflict. These are not inevitable side effects of conflict; they actually are deliberate strategies of war intended to destroy families and communities, and they annihilate national and community efforts to protect the rights of women and girls.

For example, it has been widely reported that in certain African countries systematic rape of women on a large scale occurs in conflict zones, and victims often accuse soldiers or militia members. It is also reported that for the majority of nations in conflict, the rate of HIV/AIDS infection increases among armed men on long deployments. In the Malian conflict, a study found that nearly 80 percent of rapists accused by victims were armed men — soldiers, peacekeepers or militia members.

It is time to address this problem. The Ministry of Defense and Veterans Affairs through the General Staff of the Armed Forces, in partnership with U.N. Women and the Netherlands, has developed a training module to protect women and girls before, during and after armed conflicts. This has allowed us to organize training sessions that have benefited numerous Malian Soldiers.

This program is part of a larger program of assistance to women and girls affected by conflict that also encourages the participation of women in the peace-building process. It is funded by the governments of the Netherlands, Spain and Switzerland, and the United Nations Development Programme and the European Union Central Emergency Response Fund.

It has proved important to take action to enhance the legal knowledge of defense and security forces of Mali, who are in advanced combat positions. They need to be educated on legal provisions and protection guaranteed to people in war zones. U.N. Resolutions 1325, 1820, 1888 and 1889 contain key provisions that armed groups must apply in conflict. Security forces play an important role in protecting and promoting the rights of women and girls in conflict, and they must live up to these responsibilities.

In Mali, these training sessions have been welcomed by the highest military authorities, who also engaged in the program. All ranks officers, NCOs and other rank-and-file Soldiers — who received the training remarked on their interest in applying its content to their work in the field.

SPECIFICALLY, THESE TRAINING EVENTS INTEND TO:

- Reinforce the understanding of the defense forces, notably as it applies to the rights of women and children to be protected from gender-based violence.
- 2. Help Soldiers understand more about the U.N. resolutions relating to women in crisis situations and sexual violence.
- 3. Disclose information about the responsibilities of troop leaders and superior officers concerning international law for violations of human rights, particularly the most vulnerable population groups.
- 4. Sensitize men who are preparing to deploy to advanced positions about the risks of HIV/AIDS and its impact on the overall performance of the armed forces.

These four pillars are reinforced, not just through lectures, but also through interactive exercises and role playing so Soldiers see and understand ambiguous and challenging scenarios before they are faced with them in the field. We hope this helps them make the right decisions when serving in advanced positions. The measure of any military is how it protects the most vulnerable population groups. We in Mali are making the safety of women and children in conflict zones a top priority. \Box



MOROCCO'S PEACEFUL BLUE PEARL

ADF STAFF

The Rif Mountains extend nearly 300 kilometers from Tangier to the Moulouya River valley near Morocco's Algerian frontier. Nestled within the range is a small city that was hidden for centuries, but now rates as one of the most beautiful places in the world.

Chefchaouen's streets wind to and fro amid a green and tan landscape, but the city of more than 35,000 is most notable for blue homes and buildings in its ancient section, known as the medina. The incongruous hue is said to have roots in the town's former Jewish population, according to CompleteMorocco.com. The city often is referred to as the "Blue Pearl of Morocco."

The city, called Chaouen by locals, was founded in 1471 by Moors and Jews who fled the Spanish Inquisition. The city remained closed off from the rest of the world for centuries as its residents fought off invaders such as Berbers and the Portuguese. In the 1920s, Spain captured the walled city, and it opened to the outside world.

Almost all houses, and some alleys, in the old section of town are painted varying shades of blue. The color comes from paint made by mixing chalk, water and pigment. It is believed that Jews brought the blue to the city after fleeing Hitler in the 1930s. There are varying explanations for the color's purpose. Online news agency Middle East Eye (MEE) said the blue symbolizes "the sky and heaven, and the leading of a spiritual life."

Locals, however, have differing opinions. Some say it keeps mosquitoes at bay. Others say it makes the streets resemble flowing water. No, says another: The blue signifies the Ras el-Maa spring, which is just outside the city walls.

"Wrong, say others. Chefchaouen is blue because the nearby Mediterranean Sea is blue," according to MEE. "Arguing that the sea is at least 20 miles away is no use. 'The sea is very close,' they persist."

A January 2016 report from *Condé Nast Traveler* ranked Chefchaouen No. 6 on its list of "The 50 Most Beautiful Cities in the World," calling it "a calming respite from the overwhelming frenzy of Marrakech and Fez."

Artist Mohsine Ngadi, a painter, reinforced the notion of Chefchaouen as a peaceful refuge. He told MEE the blue is not for mosquitoes, nor to commemorate Jewish spiritual life. "Blue was chosen because it eases the eye, especially in summer when the sun is bright. Nobody is ever in a rush here; stress does not exist."



Diminishing -

CRISIS MANAGEMENT TRAINING CAN HELP ORGANIZE RESPONSES AND SAVE LIVES

ADF STAFF

s the moist kusi monsoon winds blew into Nairobi from the southeast in late April 2016, they brought with them the torrential downpours of Kenya's rainy season. Kusi winds typically usher in the "long rains," which stretch from late April through early June.

As rain fell for several days, flooding mixed with another of the Kenyan capital's trouble spots: poorly constructed buildings. On April 29, a six-story apartment building near a river in the city's poor Huruma neighborhood collapsed, bringing down tons of concrete on unsuspecting residents. Rescuers followed the faint voices of those trapped inside, pulling 140 people to safety. Forty-nine others died, Reuters reported on May 8.

A Kenya Red Cross spokeswoman told the *Daily Mail* the scene was "complete chaos."

Kenya is not unique in East Africa or on the continent. Flooding is a perennial threat in the eastern, western and southern regions. Building collapses — often a result of shoddy construction — are common. East Africa also is prone to periods of extreme drought, which lead to famine, migration and tribal conflict. Fires are a threat, and pandemic diseases, including Ebola, have broken out in various regions through the years.





All such disasters require the same thing: a response. Ensuring well-coordinated and timely responses can save lives. U.S. Africa Command spent years working with disaster management officials in East Africa, particularly staffers at the International Peace Support Training Centre (IPSTC) in Karen, Kenya, to fashion a six-course curriculum on disaster management. The courses are delivered through the IPSTC's Humanitarian Peace Support School in Embakasi.

A July 2014 training-needs assessment focused on disaster management capacities in Kenya, Tanzania and Uganda. The study looked at 14 capacities and found several common themes:

- Often there is limited coordination between national governments and local communities.
- There are few trained disaster managers, and those duties typically are secondary to other duties.

- Officials lack resources, money and training for disaster management at the local level.
- Formal plans and procedures also are lacking at the local level.
- No local disaster managers had a "high capacity" in any assessment area. This underscores the need for training.

Those concerns have led to the formation of a disaster management curriculum that is bolstering knowledge and capacity among officials across East Africa.

AN 'ALL-HAZARDS APPROACH'

Working with and through a regional training center was seen as the best way to build disaster management capacity, and the IPSTC already had a curriculum to build upon. Once training needs were identified, techniques were pulled together from a number of sources and redeveloped to match the IPSTC's instructor-led delivery system. This was done in two steps. First, a curriculum review board, composed of disaster managers and subjectmatter experts, examined materials page by page, giving careful attention to language and cultural elements to determine what was best for East Africa. U.S. Africa Command and the IPSTC collaborated in that process.

Second, the center conducted a pilot program so instructors could check the curriculum over time while teaching the six courses. This allowed for feedback and adjustments along the way. Once officials completed the pilot, the six courses were handed over to the IPSTC in a February 2016 ceremony. Since then, the center has been delivering the courses on its own.

Crucial throughout this process was ensuring that the program embraced an "all-hazards approach." The thinking is that although tailored to the sensibilities and needs of East Africa, the program should be useful and effective regardless of the disaster that arises, whether it be fire, flood



Students watch a demonstration of a search-andrescue operation during a disaster preparedness course at the Humanitarian Peace Support School in Embakasi, Kenya.

Students discuss disaster management design and development.

IPSTC

IPSTC

Students participate in the simulation of a building explosion during an incident command systems course.

IPSTC

or something else. This helps ensure sustainability.

Dr. Adane Tesfaye Lema, an agricultural entomologist from Ethiopia, helped review and develop courses, and served as a facilitator during the pilot period. Adane told *ADF* in an email interview that the pilot encouraged valuable knowledge, experience and information exchanges among the countries represented. It also encouraged the sharing of human and other resources among countries as well as multiagency planning.

Capacities to respond to natural and manmade disasters vary widely from country to country, and even from agency to agency within individual nations, Adane said. For that reason, training and information exchanges are crucial.

SIX COMPREHENSIVE COURSES

There are six core courses in the IPSTC's disaster management curriculum. The **incident command system** (ICS) course teaches a standard on-scene organizational structure for disaster response. There are **disaster preparedness planning** and **disaster management communications and early warning** courses. The **emergency operations center training course** shows how to properly establish and operate a center.

The last two courses, taken together over two weeks, are **disaster management exercise design and development** and **exercise delivery and evaluation**. Both are presented as tabletop exercises to help participants test and validate disaster preparedness plans.

Kenya Defence Forces Maj. Luke Nandasava told *ADF* that several courses have been offered since the pilot program ended. He serves as lead facilitator and coordinates training with external stakeholders, such as foreign governments that sponsor training for African countries.

Nandasava said that, as of mid-July 2016, ICS had been offered four times during the year, serving 105 participants in all. The planning course had been offered once for 25 participants, and another was set for August with 40 participants. Nandasava said other modules were scheduled later in the year, and the intention was to offer all six courses at least once before the end of 2016.

A CUSTOMIZABLE CURRICULUM

All six courses in the program are intended for a wide audience of military and civilian officials alike. One of the strengths, Nandasava explained, is that the individual courses can be customized to fit more specialized needs. For example, in May 2016, Nandasava presented the emergency operations center module to Kenya's Ministry of Tourism, customizing it to meet the ministry's needs.

The courses also can be delivered on a more focused, local level. In July 2016, Nandasava led Japanese-sponsored instruction called "Enhancing Stabilization and Resilience in Communities Affected by Conflicts and Disasters" in Kenya's Garissa, Kilifi, Kwale and Tana River counties. He has incorporated ICS and disaster preparedness planning into the instruction to help participants build capacity at the county level. Finally, he will help the counties develop exercises to validate their plans.

"So I'm actually using just the principles that we were taught from these six courses so that I can be able to customize them to fit the situation and ... the scenario that I'm facing with the counties that I'm dealing with," Nandasava said.

All four counties are in eastern Kenya, and Garissa borders Somalia. The instruction deals with disasters that emanate from terrorist incidents and mass casualties in the region. Garissa University College was the site of a horrific al-Shabaab terrorist attack in April 2015 that killed nearly 150 people and injured 79 others, mostly students.

The training is not likely to be limited to East Africa. Representatives from the Kofi Annan International



Firefighters spray a blaze at Jomo Kenyatta International Airport in Nairobi, Kenya, in August 2013. Fires are among the common disasters in East Africa. Peacekeeping Training Centre in Accra, Ghana, have met with IPSTC leaders and have expressed interest in offering the program in West Africa.

REGIONAL SECURITY, CIVILIAN AUTHORITY

Initiatives such as the one the Japanese government is funding will help Kenya bolster its national security by spreading effective disaster response principles to the local level. Secure cities and counties contribute to secure nations. And secure nations help build regional security, which is an important goal of the program.

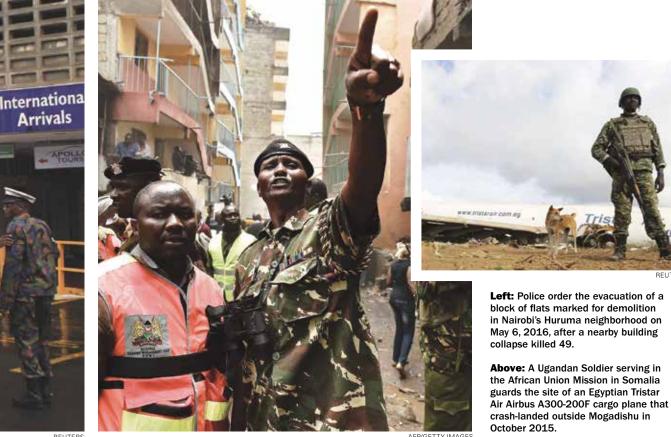
Every nation has its own capacity and way of doing business. With this training,

however, standardized best practices can proliferate into countries across the region. This will make it easier for regional neighbors to cooperate if a particular incident requires it.

Nandasava said if a disaster involved Kenya and Uganda, for example, there could be "a unified command center close to where the incident has happened, but we have one incident commander from Kenya and another incident commander from Uganda who can be able to work together, agree on the objectives that they need to achieve, and also agree on the courses of action."

"So the way they are going to mobilize their resources from different countries will "Nowadays when an incident happens, we know that there will be a specific organization that will be in charge, and all other organizations that respond to that disaster will be able to report to that person."

– Kenya Defence Forces Maj. Luke Nandasava



REUTERS

follow the SOPs of their respective country, but they can be able to mobilize and coordinate together," he said.

Another component of effective disaster management, which the courses reinforce, is the importance of civilian authority over the military in disaster responses. Such matters have been a challenge in Kenya, Nandasava said. The ICS brings together all responders — police, the military and civilians — and lets them discuss and understand everyone's responsibilities. Kenya also has a "mass casualty incident protocol," which stipulates what agency should lead when a disaster strikes.

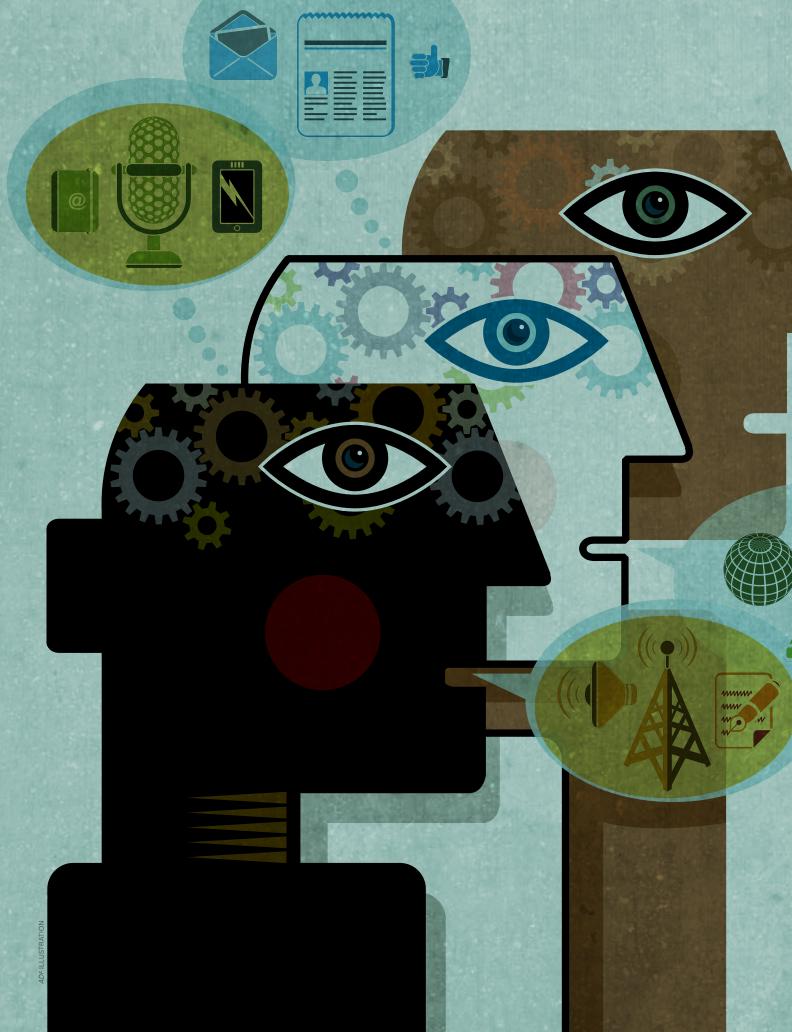
In Kenya, if an incident requires search and rescue, the Red Cross will take charge, Nandasava said. A Red Cross official will assign police and military forces to conduct operations. This negates any tendency by the military to take over, he said.

"And this has been informed from the incident that happened from the terrorist attack in Westgate, Nairobi, where we had a lot of issues in terms of coordination of security agencies," Nandasava said. "But nowadays when an incident happens, we know that there will be a specific organization that will be in charge, and all other organizations that respond to

that disaster will be able to report to that person."

Nandasava said having the course principles and practices trickle down to the community level will be vital to addressing gaps in disaster management capacity moving forward.

"We are trying to sensitize people to understand that it's not always to look at the military to provide solutions," he said. "The military is only coming in as a support arm to that disaster, but those who are responsible for disaster response are actually the civilian and the police components." \Box



MEDIA, MILITARY STRUGGLE WITH MUTUAL TRUST

Security professionals need to be more proactive in dealing with reporters, particularly when the news is bad

ADF STAFF

he relationship between the military and the media is seldom easy, but in certain parts of Africa, the relationship seems particularly strained. Prof. Bizeck Phiri of the University of Zambia said African nations' path to independence in the 20th century and their post-independence woes are partially to blame for some communications difficulties.

"In the 1960s, when most African countries attained independence from their colonial masters, the public trusted the political leaders and those in authority," he told military leaders at an African Conference of Commandants meeting in Zambia in 2015. "The citizens accepted their word — written or unwritten. However, by the early 1970s, this trust began to be replaced by distrust of those in authority, and the uncritical acceptance was quickly replaced by critical skepticism."

Modern communications technology, Phiri said, played a role in the growing distrust.

"In today's world, news spreads very fast," he said. "The radio and television play an ever more important role in defining the perceptions of the public. Information spreads very fast and, therefore, people do not want onesided propaganda irrespective of the source — whether government, political parties or the media itself."

Retired Maj. Gen. A.C. Olukolade of Nigeria told the conference that Africa's militaries deserve a better reputation than they have gotten in recent years. Military commanders should be eager to tell their stories.

"Military operations in Africa have largely been life-saving operations," he said. "This trend is in furtherance of the fact that the military establishment has been the foremost in upholding the territorial integrity and the national sovereignty of the nation-states of Africa. With the diverse natures and instances of coups d'état across Africa and dotting her history, the military can today be said to have largely saved the day."

Phiri and others say some militaries need to rethink their responsibilities to keep the public informed about what they do. Retired U.S. Brig. Gen. James Schwenk, writing about the need for militaries to give useful interviews, said some public affairs officers view their job too narrowly. They are satisfied to release only information about "exercises, procurement, promotions and similar good news."

The real obligation of militaries, Schwenk said, "includes discussing the bad news that is also inherent in the military, such as training accidents, other disasters and criminal misconduct." The military is also obligated, he said, to correct the record when misleading or false information finds its way to the media.

Educators and advisors to the military readily acknowledge that there is information that must be kept from the public, such as intelligence matters, classified information and troop positions during times of conflict. Anything that can compromise military safety, intelligence sources and the country should be kept confidential. But these advisors say that militaries all over the world place entirely too much information in the "classified" category.

Paul Manson, former chief of the Canadian Department of Defense, summed up the rift in a study on media relations: "There is a legacy of mistrust on the part of the media towards the military, who were often seen to be restricting information more to protect themselves and their reputations than to

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"Cutting off information will not restrict the news flow. Telling the media nothing only forces them to guess, and they will often guess right."

- Prof. Bizeck Phiri of the University of Zambia

EXPERTS OFFER TIPS ON GIVING INTERVIEWS

ADF STAFF

Media consultants agree on the fundamentals of giving interviews and conducting press conferences. Here are some of their tips:

Avoid giving simple yes or no answers: According to U.S. Army media specialists, giving a simple answer gives away an opportunity to deliver a positive message about your military organization. For instance:

Question: "Is it true that one of your officers was reprimanded for sexual harassment?"

Answer: "The Army has zero tolerance for this type of behavior, so we did reprimand an officer who made intolerable comments to a co-worker. We do everything possible to ensure that our people work in a friendly, professional atmosphere."

Always be prepared: Marketing and management specialist Joanna Krotz said you may be an expert, able to talk about your specialty with authority, but you still have to prepare your remarks for the media. "The fundamentals always come down to preparation," she said. "How will you respond to tough or hostile questions? Do you have a clear, honest and appropriate answer to the most negative query you can imagine?"

Know your media contacts: Media trainers say you should try to break the ice with journalists by asking them about their background, such as where they grew up and what kinds of stories they have covered. The goal is to make yourself more likable. Military communications specialists in the United States say you should answer questions and deliver messages "with interest, passion and conviction."

Don't go off the record: There is no advantage of any kind to giving a journalist information that they are not supposed to use. Going off the record is not an enforceable contract with a journalist. In other words, what you said off the record might still end up being circulated.

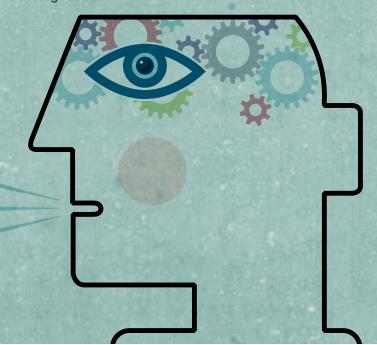
Watch your body language: Even in positive news conferences and meetings, experienced spokesmen can sometimes look tense, awkward or give the impression that they are not credible. One public relations specialist advises walking around or doing some exercises before giving interviews. Others say that public affairs officers should make videos of practice interviews and staged press conferences, study the results, and seek feedback. If things go wrong, stop and regroup: If an interview or news conference takes a bad or unexpected turn, call a time out. Ask for a break, go to the restroom or get some water. Give yourself time to step back and defuse the situation.

Learn how to transition back to your topic: Journalists often ask unexpected questions or questions that are off topic. If you know the answer, give it simply and quickly, and transition back to your message.

Learn how to say "I don't know": Consultants and educators often believe that saying "I don't know" exposes them as unreliable or unprofessional. But in most walks of life, including being a military spokesman, it's better to profess ignorance than to ad-lib something that may turn out to be wrong or make you look foolish. Follow up "I don't know" with "Let me check on that and get

you a proper answer."

Learn from the experience: When a conference or interview is over, make sure to track the results. Krotz says you should get candid reviews from your peers as to how well you got your message across.





Continued from page 46

A Senegalese instructor briefs onlookers during the African Land Forces Summit in Dakar, Senegal, in 2015.

PFC. CRAIG PHILBRICK/ U.S. ARMY protect national security. The military's historic obsession with secrecy has exacted a heavy price in the lingering suspicion, which colors today's relationship."

The media share the blame for these strained relationships because of the nature of newsgathering. Journalists, now more than ever, face constant, competitive deadline pressure. In their rush to produce stories, they can oversimplify complex issues. And, since almost all news organizations are driven by profits, they tend to gravitate to whatever will sell, including shocking and salacious news. In this way, media outlets are no different from any other business.

When Josée-Ann Paradis was a lieutenant colonel in the Canadian Armed Forces, she wrote about the culture clash between the military and the media. She began her paper with a quote from a 1954 study that observed, "There can be few professions more ready to misunderstand each other than journalists and soldiers." Paradis said the tension came from "the difficult question of how much information could and should be given to journalists." But Paradis noted that journalists and Soldiers probably have more in common than they realize.

"Both professions are highly structured and unique, possess a distinct code of ethics, and rely on teamwork to get the job done," she wrote. "Staffs in newsrooms and operations rooms are composed of hard-working, dedicated professionals striving to make crucial decisions based on limited available information; they are subjected to immense pressures as they wrestle with the problem of making decisions against the clock." And, she noted, "both institutions share a common purpose — the upholding of a free, open and democratic society for the citizens of the country they serve."

Phiri told *ADF* that the media and the military do share many common traits. But, he said, the military can never be independent of the government, while, in a perfect world, the media must be entirely free from government pressure.

GET THE BAD NEWS OUT

One particular point that Phiri and others emphasize is the need for militaries, and indeed, all organizations, to strive for immediate and full disclosure during crises.

QUICK ACCESS TO INFORMATION IS VITAL

ADF STAFF

Retired Maj. Gen. A.C. Olukolade served as Nigeria's director of Defence Information from 2013 until 2015. He spoke on information sharing at the 2015 African Conference of Commandants. He offered these suggestions for improving relations between the military and the media.

Provide access to information: Giving the media easy access to relevant information is key to the success of any communication strategy. The military should not delay in providing information and should remove every conceivable bureaucracy that stands in the way. When the military fails to provide correct information in a timely way, the rumor mill thrives.

Train the people who speak for you: Training men and women assigned to manage the media enables them to do their jobs optimally and confidently and to treat media professionals as colleagues. The goal is to create an atmosphere of mutual trust.

Educate the people who report on you: Regular media briefings are a core aspect of any military operation. Media professionals should have someone or some group they can go to that serves as an information clearinghouse.

Be patient: The people who speak on your behalf must never lose their temper. Aggression and impatience may have a short-term benefit, but it usually erodes trust and mutual respect.

"The best approach to use when scandals break out is to face the situation squarely and get the story out quickly, because headlines are always bigger if the press believes there has been an attempt to cover up," Phiri said. "Since the speed of modern communications can transmit television pictures via satellite from a military area of operation to a mass audience faster than information can travel over the military communications network, it is important that the military itself reacts quickly. Maximum exposure with minimum delay is always key in times of crisis. Experience proves that it is better to tell bad news sooner rather than later."

Trying to keep a lid on an unfavorable story, specialists say, will force the media to speculate. "Cutting off information will not restrict the news flow," Phiri said. "Telling the media nothing only forces them to guess, and they will often guess right. However, the final product may end up biased, inaccurate or shown out of context."

Before delivering good or bad news, militaries should educate the media. Phiri stressed the importance of the military assisting the media "in educating the public on the conduct of military operations and the military lifestyle as a whole." Waiting until a crisis or emergency to establish a relationship with the media is too late.

"Here I have in mind open days and exercises where the media are invited and given guided tours and information," Phiri said.

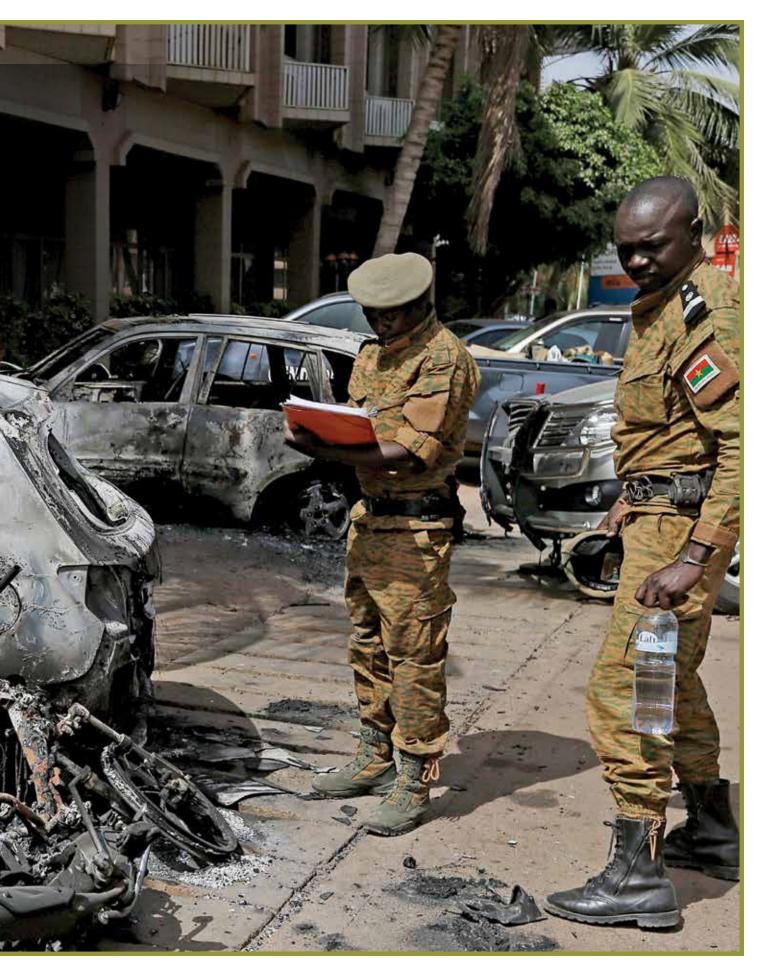
In his presentation to the commandants, Olukolade warned that with the advent of smartphones and social media, there has never been a time in human history when information traveled so quickly. Militaries must embrace this new technology and culture of increased openness or risk being left behind.

"Within a rather short time, any kind of message — be they text, voice messages, photographs, artworks or video — can be passed around an entire country in ways no authority is today competent of regulating or monitoring. The onus, therefore, is on the public, governments and the military hierarchy to speedily come to terms with the rapid advancements in the information and communication field."

FIGHTING TERRORISM BURKARAA FASO The West African nation seeks to create a comprehensive counterterror strategy

Maj. Didier Bamouni

Soldiers investigate the site of a terrorist attack at the Splendid Hotel in Ouagadougou, Burkina Faso, in January 2016. Al-Qaida terrorists occupied the luxury hotel and took hostages. THE ASSOCIATED PRESS



errorism and violent extremism surged in West Africa after the Malian crisis in 2012. Among Sahelian countries such as Chad, Mali, Mauritania and Niger, Burkina Faso remained relatively safe from terrorism until recently, which may be attributed to its perceived role as a mediator in Mali.

Since 2015, terrorist groups such as al-Mourabitoun and the Macina Liberation Front in northern Mali have started targeting Burkina Faso. The worst attack was in the capital, Ouagadougou, on January 15, 2016, when gunmen linked to al-Qaida stormed the Splendid Hotel and a nearby restaurant, killing 30 people. Experts believe there will be more terrorist attacks. Consequently, Burkina Faso must urgently implement a comprehensive strategy for countering terrorism and violent extremism, to be enforced by a joint

counterterror-



Maj. Didier Bamouni

ism agency. Burkina Faso already uses a variety of kinetic and nonkinetic approaches when dealing with terrorism and violent extremism,

employing instruments of national power and social tools. But these approaches are not yet part of a comprehensive strategy.

VIOLENT EXTREMISM IN BURKINA FASO

Terrorism and violent extremism are recent security challenges for Burkina Faso. In November 2014, the country went through a popular uprising that removed President Blaise Compaoré from office. At the time, he also was the Economic Community of West African States (ECOWAS) mediator in the Mali crisis. Burkina Faso was then ruled by a transitional government that did not play as significant a role in the political resolution of the Malian crisis.

Manifestations of terrorism in Burkina Faso have been threefold. First, the number of violent terrorist acts has increased in northern Mali, a development that is now affecting the security of Burkina Faso. In April 2015, terrorists abducted a Romanian mining company worker in the northern part of the country and killed a security officer who tried to intervene. In August and October 2015, extremists attacked security outposts in Oursi, in northern Burkina Faso, and Samorogouan, in the west. In January 2016, terrorists stormed a restaurant and a hotel in Ouagadougou. In May 2016, terrorists attacked security outposts in Koutougou and Intangom in the north. The al-Mourabitoun group of Moktar Belmoktar and the Macina Liberation Front of Amadoun Kouffa — both affiliated with al-Qaida in the Islamic Maghreb (AQIM) — are suspected in the attacks.

Second, radicalization hot spots have emerged in Ouagadougou, Bobo Dioulasso and in the northern part of the country. Researchers, security practitioners and civil society groups all acknowledge the structural problems and enabling factors that prevail in Burkina Faso. This radicalization is Islamic and emerges in urban mosques and in the countryside. There are also reports of the preaching of extremist views in rural areas in the southern and eastern parts of the country. This threat should be taken seriously, considering that 60.5 percent of Burkina Faso's population is Muslim.

Third, although there is no evidence that Burkinabe are joining extremist groups in large numbers, the threat exists. Mainly, these are young Burkinabe who have studied in Arab countries such as Egypt, Sudan and Syria. They return to Burkina Faso after completing their studies but find few job opportunities, in part because the public administration is not prepared to employ Arab speakers since the official language is French. Recently, some of these foreign fighters were arrested by the Burkinabe

Maj. Didier Bamouni is a Burkina Faso Army officer. He has held command and training positions, including chief of operations of a counterterrorism task force. He has a postgraduate degree in defense and conflict studies and is pursuing a master's degree in the science and economy of climate change. He graduated from the George C. Marshall European Center for Security Studies' Program on Terrorism and Security Studies.



security services while preparing an attack in Côte d'Ivoire. In May 2016, Mali security officials arrested Boubacar Sawadogo, an Ansar al-Dine South leader and a native of Burkina Faso.

COUNTERTERROR TOOLS

Burkina Faso does not yet have a longstanding and comprehensive strategy for countering violent extremism and fighting terrorism. However, it uses a variety of tools and instruments — kinetic and nonkinetic — to protect the country. When confronted by the recent attack in Ouagadougou, these tools enabled a stronger security response.

At the diplomatic level, the country is part of the African Union and ECOWAS. Burkina Faso Armed Forces are part of the ECOWAS Standby Force, and multilateral exercises have been conducted under that heading. Additionally, security and military cooperation with neighboring countries is paramount and is specified in Burkina Faso's defense policy. The country, therefore, has excellent security and military cooperation relationships with neighboring countries at strategic and local levels.

This strong security cooperation was demonstrated in the investigation of the terrorist attacks in Ouagadougou; Bamako, Mali; and Abidjan, Côte d'Ivoire; through efficient information sharing that led to the arrest of suspects in all three countries. The creation of the G5 Sahel Group, a political grouping of Sahelian countries that includes Burkina Faso, Chad, Mali, Mauritania and Niger, will only strengthen this cooperation. This has allowed for improved information sharing and the creation of joint border operations. Moreover, Burkina Faso has increased security and military cooperation with strategic partners such as France, Taiwan and the United States. This cooperation includes new foreign bases, training, equipment programs and joint operations.

The country has made huge strides in military and security measures against terrorism since the start of

the Mali crisis. The Burkina Faso Army was part of the African-led International Support Mission in Mali, which aimed to stop armed terrorist, criminal and insurgent groups, and prevent the spread of these groups to southern countries. Currently, Burkina Faso is the largest troop contributor in Mali, with 1,742 troops deployed, excluding the 140 new Formed Police Unit personnel deployed

ADF ILLUSTRATION

in June 2016 in Gao. In addition, Burkina Faso deployed a counterterror task force in the northern region of the country, successfully deterring offensive action against the country and helping to manage a huge number of refugees — 33,000 have poured in from Mali. With the support of strategic partners, Burkina Faso has developed a number of special units within the Army, the gendarmerie and the police. They have improved their hostage rescue, neutralization of explosives and investigation skills. Police controls have also been increased in cities and on roads. As part of community policing, local security initiatives have emerged, including the development of local vigilance groups. These groups, composed of people of mixed ages, have helped provide early warning to the security forces.

Intelligence networks have effectively protected the country. This working information network has helped allied countries rescue hostages and prevent terrorist actions. The liberation of Canadian diplomat Robert Fowler in 2008 and Swiss missionary Beatrice Stockly in 2012 are examples. The intelligence network proved its effectiveness



Burkina Faso special police forces conduct a search after al-Qaida-linked gunmen attacked the Splendid Hotel in January 2016 in Ouagadougou. AFP/GETTY IMAGES

again in 2014 at the crash site of an Algerian airliner in northern Mali. The national intelligence structure consists of intelligence services within the Army, the gendarmerie and the police. In addition, Burkina Faso created a Homeland Intelligence Coordination Center in 2011 with the objective of merging internal intelligence, allowing the Ministry of Security to be more effective. The office of the head of state directed external intelligence. The entire intelligence structure was closely overseen by the office of the president. However, the political instability in Burkina Faso that led to the departure of President Compaoré negatively impacted this structure. To fill the gap and centralize intelligence cells, a National Intelligence Agency was recently created.

At the legislative and judiciary levels, officials updated the 2009 antiterrorism law in December 2015 to reflect increasing threats. The new law broadened the definition of terrorist acts to include some crimes that intend to influence the government and create fear in the population, acts committed in preparation for a terror attack, and activities that support terrorism. Other changes included the lengthening of detention periods, the use of special investigative techniques such as surveillance, and the elimination of time restrictions for search operations in cases involving terrorism. Officials created a special anti-terrorism court in Ouagadougou, but it needs to be operationalized. As part of this process, representatives of the judiciary met in May 2016 to develop special anti-terrorism jurisdictions.

The economy plays a vital role in countering violent extremism. The country's political leadership announced it would like to distribute wealth more equally through development programs. One noteworthy initiative is the annual development and infrastructure program that coincides with the annual celebration of Independence Day on December 11. Started in 2008, it consists of the government acknowledging the needs of local communities. For example, the government will consult with the local population and implement a new development project to realize the community's goals. This initiative has allowed the government to develop remote

cities and thereby diminish local grievances. As of 2016, six cities have benefited from this initiative. Other development projects include youth employment, farm production and empowering women.

The social background of the country plays the most important role in countering violent extremism — this needs to be recognized and strengthened. Burkina Faso enjoys a peaceful social environment driven by social cohesion and dialogue. Burkinabe don't identify themselves through religion, race or color, but rather through ethnicity. Fortunately, many conflict resolution tools exist among ethnic groups. Two, among others, are joking relationships and the predominance of notables. This culture of joking allows two individuals or groups to engage in unusually free verbal or physical interactions. This joking helps defuse ethnic tensions. Notables are respected, wise people who traditionally wield large

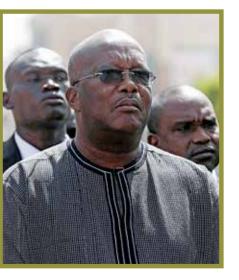
influence in society. Both of these tools can be used to reinforce national cohesion. Education needs to be updated to strengthen the national identity of "upright people" and return to the meaning it had during the revolutionary period of the 1980s. Burkina Faso actually means "country of upright people."

THE FUTURE

Burkina Faso shares borders with six nations, making cooperation key for its survival and for fighting terrorism. Military and security cooperation already exist, but they need to be strengthened. In fact, the G5 Sahel initiative can be extended to other neighboring countries, including Senegal and Nigeria — the whole entity being

the first line of defense against the spread of terrorism from north to south. Officials have made significant military and security improvements since the beginning of this initiative. Burkina Faso is more likely to plan and conduct joint operations in areas of interest and share information with other G5 countries. In this regard, the country has developed or resumed previous communications networks at strategic and tactical levels. Quarterly coordination meetings and chiefs of defense staff meetings are each held in rotating capital cities. And most important, G5 militaries now train with counterparts in other countries, building interoperability and trust. The contribution of strategic partners cannot be overlooked and needs to be reinforced.

Education programs should include violent extremism awareness programs and should build a sense of human and Burkinabe values, such as uprightness, fighting corruption, hard work and tolerance. They should also promote Burkinabe history and culture. In that spirit, the Speaker of Parliament, Dr. Salifou Diallo, inaugurated the international conference on the prevention of violent extremism held by the West African Organization for Muslim Youth in Ouagadougou from August 16-18, 2016. He noted that education is a key solution to violent extremism. Working with families, especially mothers, has proven to be effective in many places and should be adopted in Burkina Faso. It strengthens family relationships and develops a sense of common responsibility. In short, mothers need to be aware of their roles in creating a better society where extremism cannot take root. The department of women's promotion is ideal to run such a project. Development projects need to be reinforced. The already-existing initiative of celebrating Independence Day with development programs should be extended to remote localities after being completed in the 13 regional capitals.



Roch Marc Christian Kabore, president of Burkina Faso, visits the Splendid Hotel in Ouagadougou after the attack. THE ASSOCIATED PRESS

Fighting terrorism and countering violent extremism in Burkina Faso requires more than cooperation and strong social cohesion. It requires a unified purpose and a comprehensive action plan. Taking advantage of ongoing security and defense sector reforms, a comprehensive approach to fighting terrorism and countering violent extremism can be strengthened. This strategy should include a joint counterterrorism agency with stakeholders ranging from security practitioners to lawyers, civil society organizations, and religious and traditional leaders. This institution will help get government agencies and the

population on board in the fight against terrorism and extremism. It will signal to the population the importance of this fight and reassure citizens that the government is taking action. This strategy needs to be publicized so that everyone is included.

Although Burkina Faso does not yet have a wellestablished and comprehensive strategy to fight terrorism and counter violent extremism, it does use a variety of instruments that have proven to be effective. However, certain areas need attention. The importance of cooperation is paramount, since terrorism recognizes no borders. Development programs should be widened, with more emphasis on the country's youth, which constitute more than half of the population. To achieve long-term security, resilience should be built through strengthening Burkinabe social cohesion and national identity. This goal is difficult or impossible without a comprehensive strategy run by a joint counterterrorism agency.



Can Polo Catch On in Africa? VOICE OF AMERCA

REUTERS



igeria hosted the second annual Keffi polo tournament in May 2016, with 16 teams participating. The so-called sport of kings, seen by some as an activity with complicated rules and accessible only to the wealthy, does not yet have a large following in Nigeria.

Nonetheless, about 3,000 fans turned out to watch the 5th Chukker Polo Club of Kaduna take on the Kano Titans in the semifinals at the Keffi Polo Ranch. The crowd cheered as Argentine player Manuel Crespo scored for Kaduna.

Despite what people think, Crespo said, polo is not just for the rich.

"You have to have horses, and that can be quite expensive, but people that like the sport can come into the market and start working with them, become like a pro," he said. "In Argentina, we are not rich guys that play polo. We are old guys that come from the horse families, and that is why we get involved in polo."

South African referee Clive Mullman has played since he was 5 years old.

"It's a big thrill to get on a horse," he said, "to control a big animal like that, move in different directions. Stopping and turning and outwitting the other players. It's an exciting game. It's an adrenaline-filled game."

Each match is 90 minutes. The players can change horses every chukker, or every 7 1/2 minutes of playing time. To score, you use your mallet to knock the ball in between the goal posts. The riders move at speeds of up to 65 kilometers per hour.

"Basically, all the rules of polo are based on safety," Mullman said. "It's to keep the horses and the players safe. It is all about the line of the ball so you don't have people crossing in front of each other, so they don't get ridden over, basically."

YOUNG LEADERS HONORED for Human Rights Work

THOMSON REUTERS FOUNDATION

Amnesty International has given its top 2016 human rights award to Grammy Award-winning musician Angélique Kidjo and to three African youth activist movements for standing up to injustice.

Benin-born Kidjo and groups Y'en a marre from Senegal, le Balai Citoyen from Burkina Faso, and Lutte pour le Changement (LUCHA) from the Democratic Republic of the Congo have shown "exceptional courage," Amnesty said.

They "have all proved themselves to be bold advocates for human rights, using their talents to inspire others," said Salil Shetty, Amnesty's secretary-general.

Previous winners of the Ambassador of Conscience Award include South African leader Nelson Mandela, Burmese politician Aung San Suu Kyi, the rock band U2, Chinese artist Ai Weiwei and American singer-songwriter Joan Baez.

Kidjo fled her homeland in the 1980s after being pressured to perform for the country's repressive regime. In a 30-year career that produced 12 albums, she has been a prominent campaigner for freedom of expression and against female genital mutilation.

Y'en a marre (Fed Up) is a group of Senegalese rappers and journalists who joined forces in 2011 to encourage young people to register to vote in the

Angélique Kidjo GETTY IMAGES country's election and exercise their right to freedom of expression. Y'en a marre has remained active since the election, hosting meetings and urging the new government to implement promised changes such as land reform, a key issue affecting Senegal's rural poor.

Le Balai Citoyen (The Citizen's Broom) is a political grass-roots movement committed to peaceful protest. It was founded in 2013 by two musicians, reggae artist Sams'K Le Jah and rapper Smockey (Serge Bambara). Le Balai Citoyen has voiced concerns about a range of issues from corruption and land grabs to power cuts, and it has mobilized people to claim their rights and fight impunity.

LUCHA is another community-based youth movement committed to peaceful protest. It was created in 2012. Its activism focuses on social issues, human rights and the protection of civilians from armed groups.





DRC Honors Rumba King



AGENCE FRANCE-PRESSE

he Democratic Republic of the Congo's rumba king, Papa Wemba, was posthumously awarded one of his country's highest honors in May 2016, after he collapsed on stage and died at age 66. At a ceremony in the national

Parliament in Kinshasa, where Papa Wemba's body lay in state, DRC's President Joseph Kabila made the singer a grand officer of the Order of National Heroes Kabila-Lumumba for "the merits, the loyal and eminent services rendered to the Congolese nation."

Papa Wemba collapsed while performing at a festival in Côte d'Ivoire on April 24, 2016. The flamboyant musician, who led the Kinshasa music scene for four decades, died before reaching a hospital.

An enormous red hat, modeled on the one the renowned sharp dresser was wearing at the time of his death, served as the roof of the chapel erected to house his coffin inside Parliament. A life-size effigy of the singer, dressed as he was during his last concert, stood behind it.

"Papa Wemba, the Congo orphaned," read a giant banner at the entrance to the building, where the funeral procession arrived early in the morning to be welcomed by the city governor and a military band. A Roman Catholic priest accompanied the coffin, which was carried by eight men in black and draped in the national flag.

"This is great suffering and sadness," said Biby Krubwa, who starred alongside Papa Wemba in a 1988 film, *La Vie est Belle* (Life is Beautiful), about an aspiring singer who comes to Kinshasa. "Papa Wemba is a baobab that has fallen."

A father of six, Papa Wemba helped pioneer a blend of Congolese popular music with electric rock during the 1980s, when an interest in world music stirred in Western countries.



Senegal, U.S. Sign Defense Cooperation Agreement

Senegal and the United States signed a cooperation agreement to ease the deployment of American troops to the West African nation to counter humanitarian crises, natural disasters and terrorist attacks.

"Terrorism knows no border, and it's very important for everyone to cooperate," James Zumwalt, U.S. ambassador to Senegal, said during a joint news conference in Dakar with Senegalese Foreign Minister Mankeur Ndiaye.

About 40 U.S. Department of Defense personnel are stationed in Senegal, according to U.S. Africa Command. The U.S. Embassy in Dakar said that number would not increase under the deal.

"This agreement is about access, is about coming when there is an

REUTERS



Senegalese Foreign Minister Mankeur Ndiaye MINISTRY OF FOREIGN AFFAIRS. SENEGA

urgent desire, and when both sides agree," Zumwalt said.

It sets out the rights and responsibilities of future U.S. access to Senegalese facilities for joint training and possible troop deployments. Ndiaye said the pact was the first of its kind in Sub-Saharan Africa and would bolster Senegal's ability to respond to growing challenges.

"Crises are not always predictable; that's why this agreement is a long-term agreement," he said.

Senegal faces a growing threat from extremist groups after a string of deadly attacks on neighboring countries claimed by al-Qaida in the Islamic Maghreb. The extremist group has made clear Senegal is in its sights due to its close ties to France, which has 3,500 Soldiers fighting alongside regional armies against Islamist militants in West Africa.

The U.S. military used Senegal as a staging post in 2014 to transport troops, health workers and supplies to West Africa to combat a deadly Ebola outbreak.

Rwandan Police Lend Helping Hand in Haiti

THE NEW TIMES, RWANDA

For six years, members the Rwanda National Police have served as part of the U.N. mission in Haiti. The contingent, called a "formed police unit," has 160 members, and 26 other Rwandan police officers are stationed in various sectors across the country.

During a visit to the contingent in June 2016, Rwandan Inspector General of Police Emmanuel Gasana met with police deployed in Jeremie, Haiti. Gasana urged the police officers to uphold Rwandan values, maintain professional conduct and live up to the required standards when executing the mission mandate. He further reminded the officers that they should remain good ambassadors of the country.

The sixth unit of officers returned home in July 2016 and was replaced by a seventh unit. Back in Rwanda, Commissioner of Police Joseph Mugisha, who leads the returning unit, said the most rewarding aspect of the deployment was connecting with Haitians through human security activities.

"Human security has become part and parcel of Rwandan peacekeepers, and as such, we taught the people how to survive by supporting themselves when they put ideas and work together, and this helped us connect and work well with them," Mugisha said.

The other police units in Haiti are drawn from Bangladesh, India, Jordan, Nepal, Pakistan and Senegal.

Rwandan police serving in the United Nations Stabilization Mission in Haiti are awarded the U.N. Medal of Recognition for their service. MINUSTAH





World Leaders: Boko Haram Fight is a 'Generational Struggle'

AGENCE FRANCE-PRESSE

Nigeria played host to an international summit in May 2016 to search for solutions to the violence caused by extremist group Boko Haram. A poster in Nigeria's delta region shows photos of the most-wanted Boko Haram suspects. REUTERS

Nigerian President Muhammadu Buhari welcomed leaders from West and Central Africa — from Benin, as well as Chad,

Niger and Cameroon, where the group has launched attacks. French President Francois Hollande and high-ranking diplomats from the United States, United Kingdom and European Union also attended the talks in the Nigerian capital, Abuja.

The final communique produced at the summit said a global approach was required, using hard and soft power, to end the threat.

Britain's Foreign Secretary Philip Hammond characterized the fight against extremist ideology as "a generational struggle against an evil that will destroy us if we do not destroy it."

"We must sustain this fight until evil is defeated and good prevails," he told the gathering, calling for countries affected to win the "hearts and minds of those terrorized by Boko Haram."

U.S. Deputy Secretary of State Antony Blinken also said respect for human rights was essential, after repeated accusations of military abuses against civilians and Boko Haram suspects.

He warned that not addressing the drivers of extremism — poverty, deprivation, lack of opportunity and education — would create "Boko Haram 2.0" even if the group were defeated militarily.

Nearly seven years of violence in northeast Nigeria have left at least 20,000 dead and displaced more than 2.6 million people in one of the world's most brutal conflicts.



REUTERS

KENYA PLEDGES New UNIT WILL LEAVE NO

SOLDIER BEHIND THE DAILY NATION, KENYA

new Kenya Air Force unit will operate behind enemy lines to ensure no Soldier is left on the battlefield, especially during the ongoing war against al-Shabaab in Somalia. The main objective of the team, unveiled in June 2016 by Defence Cabinet Secretary Raychelle Omamo, is to

Members of the Kenya Air Force parade outside the Parliament building in Nairobi. safely recover forces who have been captured, downed from an airplane, ejected from a fighter aircraft or inadvertently lost in enemy

territory. The special unit hopes to gain capabilities modeled after the U.S. Navy's Seal Team 6.

The decision to establish the unit was made a priority after a Kenya Air Force pilot on a bombing mission in Somalia ejected from his fighter jet after it developed a mechanical problem. Rescuers were not able to reach him in time, and he fell into the hands of al-Shabaab extremists. The elite personnel have undergone intensive training under the guidance of the U.S. Air Force ahead of their inauguration at the Laikipia Air Base.

"When one attains the highest level of his professional fighting skills such as fighter pilots, they become rare and precious," the military said in a statement. "Therefore their protection is a priority."

Establishing the unit is part of the government's plan to modernize and equip the Kenya Defence Forces (KDF). Two elite units — Rangers and the Special Forces — already exist in Kenya's Army. There is also the 20 Parachute Battalion based in Gilgil, which is one of the oldest units in the KDF and performs many special forces functions.

U.S. Donation Boosts Tunisia's ISIS Fight

he United States donated jeeps, communications technology and small aircraft to Tunisia to help protect the border with Libya, where ISIS has gained ground and set up training camps.

REUTERS ·····

The North African country was also expecting to receive a number of attack aircraft, Defense Minister Farhat Horchani said, although he did not give details on who would supply them.

Tunisia had already built a 200-kilometer barrier along the frontier to guard against militants since gunmen trained in Libya targeted tourists in attacks on a beach hotel and a Tunis museum in 2015.

ISIS also launched a major assault on the border town of Ben Guerdane in March 2016.

U.S. Deputy Assistant Secretary of Defense Amanda Dory said at a ceremony in Tunis that the jeeps, Maule light aircraft and a communication system between them would help Tunisian forces improve their border monitoring.

Horchani said the U.S. package was worth about \$20 million. The U.S. ambassador said it consisted of 48 jeeps and 12 aircraft.

A small group of Islamist militants tied to al-Qaida is fighting in remote mountains near the Algerian border. Other Tunisian militants have split to join the Islamic State in Libya.



A U.S.-donated plane and jeeps are displayed in a warehouse in Tunis, Tunisia.



UGANDA READIES MOUNTAIN SOLDIERS

Ugandan President Yoweri Museveni and French military instructor Capt. Pierrick Balanche watch a Soldier zip line across a river near the southwestern city of Kilembe. THE DAILY MONITOR, UGANDA ganda will establish a new specialized mountain warfare force to secure the nation's mountainous regions. President Yoweri Museveni made the announcement at Kyanjuki village in Kasese district at the foot of the Rwenzori Mountains in June 2016. He explained that the difficult terrain needs to be secured to promote tourism.

"These places such as the Rwenzori Mountains are very beautiful, and we should cherish them and make them safe," Museveni said. "Even non-Ugandans love them; that's why you see them coming here every day and visiting to see them, and as a country, we earn from them."

The new Army unit was trained by French alpine troops.

Mountain warfare is one of the most dangerous types of combat because it involves surviving the enemy as well as extreme weather and dangerous terrain. The new Army unit is helping combat violence in Kasese district, where about 50 people died between February and June 2016 in what was labeled ethnic clashes.

French lead instructor Capt. Pierrick Balanche commended the Uganda People's Defence Force for being a "reliable force," adding that the trainees were good learners, disciplined and physically fit.



CALL CENTER Dials Up Hope for the drc

REUTERS

In a renovated warehouse in Kinshasa, dozens of young Congolese workers wear headsets and sit in rows of identical orange cubicles, fielding phone calls in six languages.

The Democratic Republic of the Congo's first call center gives a glimpse of how the country could follow a path already taken by the Philippines and India and offer jobs to a growing workforce.

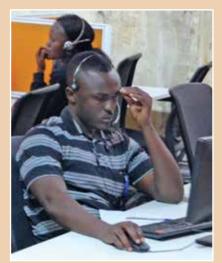
The Congo Call Center (CCC) handles queries from 8,500 people each day on everything from phone bills to spiritual anxiety and domestic abuse or sexual violence. Domestic clients include two large telecom providers, banks, the local operations of agencies such as the World Food Programme, churches and a government hotline for rape victims.

CCC was founded by two Congolese women in 2005. So far it has had only a handful of overseas clients, usually on short-term contracts. Nevertheless, its business is growing fast, and the DRC needs a services sector to cushion itself against a slump in the mining and oil revenues that usually account for 95 percent of export earnings.

Given its time zone, which is the same as parts of Western Europe, the DRC could be well-placed to become a telecom hub.

"In terms of language, we manage well," co-founder Huguette Samu said at CCC's new headquarters. "Whether it's in English or French, clients don't really notice the accent over the phone." The company also works in the DRC's four national languages — Lingala, Swahili, Tshiluba and Kikongo and employs 350 agents, almost all in their 20s and 30s, who are paid \$300 per month on average. CCC hopes to expand to as many as 600 agents within three years.

A growing telecom sector offers hope. DRC is the largest mobile phone market in West and Central Africa after Nigeria. Overall, the service sector's contribution to gross domestic product growth increased from 28



Agents work at the Congo Call Center in Kinshasa, the Democratic Republic of Congo.

percent in 2014 to more than 40 percent in 2015.

Long term, CCC's managing director Faly Tamuna Lukwaka is optimistic. "The Congolese market has 70 to 80 million people," he said. "We're pioneers, but we think it's a sector that is developing rapidly."

MOROCCO HOPES FOR RETURN TO THE AU



AGENCE FRANCE-PRESSE

Morocco wants to rejoin the African Union, 32 years after quitting the bloc in protest of its decision to accept Western Sahara as a member, King Mohammed VI said in July 2016.

"For a long time our friends have been asking us to return to them, so that Morocco can take up its natural place within its institutional family. The moment has now come," the monarch said in a message to an AU summit in Kigali, Rwanda, the Moroccan Press Agency reported.

Morocco quit the OAU in protest in 1984 when the Sahrawi Arab Democratic Republic was admitted as a member. Morocco maintains that Western Sahara, a former Spanish colony, is an integral part of the kingdom even though local Sahrawi people led by the Polisario Front have long campaigned for the right to self-determination.

Although Morocco left the organization, "it never quit Africa," King Mohammed said in his message to AU leaders.

"Through this historic act and return, Morocco wants to work within the AU to transcend divisions," he added.

Morocco's return to the AU must be validated by a vote. A simple majority of the AU's members is needed for validation, and Morocco is said to already have the votes needed.

Librarian Saves Ancient Manuscripts

MEDIA CLUB SOUTH AFRICA

he story of Abdel Kader Haidara, a book collector and librarian from Timbuktu, Mali, reads more like a spy novel than an academic work. When extremists allied to al-Qaida occupied his city in April 2012, he began to fear for the content of libraries and depositories that housed thousands of ancient Arabic manuscripts. So he set up a meeting with his colleagues in the Timbuktu Library Association.

"We need to take out the manuscripts from the big buildings and disperse them around the city to family houses," he told them, as he recalled later in an interview with *The Wall Street Journal*. "We don't want them finding the collections of manuscripts and stealing them or destroying them."

Serendipitously, Haidara had already received a grant of \$12,000 from the Lagos branch of the Ford Foundation to study English at Oxford. With the manuscripts under threat, he asked whether he could use the funds to protect them instead.

He recruited people all over the city, including family members. Haidara and his team bought 50 to 80 metal and wooden trunks a day, and identified possible safe houses around the city and in the Malian capital of Bamako. During the nights, they quietly packed valuable books and manuscripts into trunks, and moved the items by donkey carts to safe places.

In eight months, Haidara's efforts saved countless documents. They braved al-Qaida checkpoints and Malian Soldiers in governmentcontrolled areas. When French troops entered in January 2013, it was discovered that radicals had only managed to destroy a fraction of manuscripts about 4,000 out of nearly 400,000.

"If we hadn't acted, I'm almost 100 percent certain that many, many others would have been burned," Haidara said.

Haidara's own manuscript collection is kept at the Mamma Haidara Commemorative Library. It includes a Quran dating to the 12th century, the script written on fish skin parchment and decorated with gold droplets. His rich collection covers subjects as diverse as astronomy, poetry, mathematics, occult sciences and medicine.

A few of the oldest Timbuktu manuscripts date to the 11th and 12th centuries, when the city was a vibrant trading post, a place where scholars met to document their discourses. After Mali gained independence from France in 1960, the world found out about the rich, recorded history.

"A lot of people were surprised because they had been told, even at school, that there were no written African historical records," Haidara said. "But we have hundreds of thousands of these documents in Arabic and in African languages."



AFRICA DISCUSSES POLITICS VIA TWITTER

VOICE OF AMERICA

When Africans go on Twitter, they are increasingly talking politics. A study by Portland

Communications, a London-based business, shows that nearly 10 percent of the most-popular African hashtags in 2015 were related to political issues and politicians. In the U.S. and Britain, only 2 percent of those conversations were about politics, the study shows.

The top political hashtag in Africa was #Nigeriadecides during Nigeria's presidential election in 2015. Another popular conversation was the strife in Burundi.

"In the U.K., we were using Twitter a lot and we wanted to know how Africa was using it," said Mae Dobbs, Portland's senior account executive. "And suddenly we noticed that everyone was curious, as well. It showed us that people are using Twitter to have those important conversations."

Portland says it analyzed 1.6 billion geo-located tweets to determine the 5,000 most popular hashtags in Africa during 2015.

The report says Burundi, Egypt, Ethiopia, Nigeria and South Africa were the most active countries in the political conversations. It notes that 77 percent of the tweets were in English.

"Our thoughts on the language is that the popularity of English has snowballed to the point where people want to use it on social media in order to be part of the global conversation," Dobbs said. "There were interesting 'Englishizations' of Arabic words, for example, which showed that those who speak Arabic are still interested in joining conversations in English in order to reach wider audiences.

"As we say in the report, we find that English is becoming the lingua franca of Twitter in Africa."

Egypt tweeted more than any other country in Africa, with 450 million tweets. Among Sub-Saharan countries, Nigeria led with 350 million tweets, followed by South Africa with 325 million.



Cameroonian Hydroelectric Plant to

HARNESS RIVER POWER

AGENCE FRANCE-PRESSE

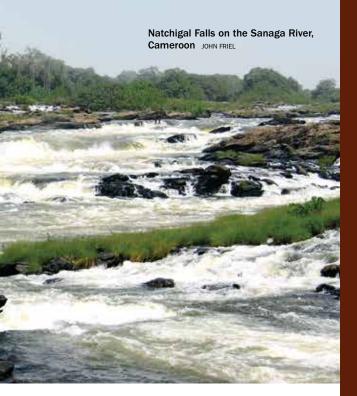
The government of Cameroon is partnering with French energy giant EDF and the World Bank to fund a \$1.2 billion hydroelectric plant, slated to cover up to one-third of the country's electricity needs.

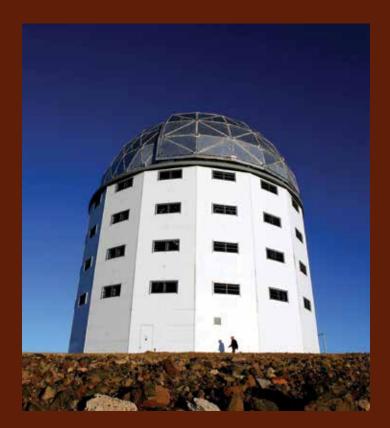
Natchigal hydropower company has a 35-year lease to run the facility in the town of the same name, 65 kilometers from the capital, Yaoundé, CRTV radio of Cameroon reported.

Construction on the 420-megawatt plant was scheduled to begin in October 2016. The plant is expected to begin producing power in 2021.

EDF has a 40 percent stake in the venture, with the World Bank's International Finance Corp. and the Cameroonian government each taking 30 percent of shares in the Sanaga River project.

A 50-kilometer transmission line will transport energy to the main Yaoundé grid.





South African Telescope Helps Detect Pulsar

REUTERS



he Southern African Large Telescope (SALT) has helped detect a type of star known as a white dwarf pulsar, the

first discovery of its kind. The news has astronomers eager to use the largest optical telescope in the Southern Hemisphere to unlock the galaxy's secrets.

Scientists believe neutron stars, objects about the size of the sun that shrink at the end of their lives, eventually produce black holes. These incredibly dense objects have been known for decades to produce pulsars, which emit regular radio waves and other electromagnetic radiation at rates up to 1,000 pulses per second.

On a hill in the desolate Northern Cape province about 350 kilometers north of Cape Town, the \$43 million SALT telescope used its powerful spectroscopy light measurement tool to prove the existence of the white dwarf pulsar.

Shared by a consortium of partners from Europe, India, the United States and South Africa, SALT's queuing system lets it interrupt routine observations and within minutes focus its 10-meter optical telescope on new discoveries.

Quick reaction times, and being significantly cheaper than similar European or American facilities in producing science data, are key competitive advantages, said a senior astronomer at the SALT consortium.

In February 2016, SALT was the first major telescope to take a spectrum of a supernova in the nearby Centaurus A galaxy hours after its discovery.

It also helped reveal one of the biggest explosions ever recorded in the universe, 200 times more powerful than a typical supernova and believed to have shone at 570 billion times the brightness of the sun.

Together with Australia, South Africa is also co-hosting the world's biggest and most advanced radio telescope, the \$2 billion "Square Kilometer Array," which will study the origins of the universe and help probe for extraterrestrial life. In July 2016, officials announced that the telescope had been used to discover 1,300 previously unknown galaxies.

4 Elephants + 1 Day = 500 Sheets of Paper

MEDIA CLUB SOUTH AFRICA

A popular variety of handmade commercial paper has messy beginnings.

John Matano's Nampath Paper is one of 17 Kenyan companies that processes elephant dung to make high-quality paper. Matano's paper is, according to the BBC, as good as paper made from traditional sources.

Elephants digest only about 45 percent of their highly fibrous herbivorous diet. Undigested fiber passes straight through them, creating dung that can be easily processed into paper. Or as Matano explained, "An average elephant eats 250 kilograms of food each day. Out of that amount, about 50 kilograms of dung is produced, and 125 sheets of A4 paper can be produced from each 50 kilograms."

This free, renewable product has seen the birth of a new industry in East Africa. Kafe Mwarimo, manager at the Mwaluganje Elephant Sanctuary, said the elephant dung paper industry has so far helped more than 500 local people pull themselves out of poverty.

Matano said their way of making paper saves nearby forests from being destroyed. "The business is very reliable and has a promising future. It is important for poaching and illegal logging to go down to 0 percent."

The Kenya Wildlife Service, a government agency, has been full of praise for the efforts of the new paper industry. Spokesman Paul Gathitu said the industry has helped protect the country's remaining 7,000 elephants and helped reduce illegal logging.

"It is a good effort; it helps humans coexist with elephants. Lots of the paper products from elephant dung have been provided to us here."

Creation begins with the savannah grass that elephants feed on. It is that masticated fiber pulp that is the key ingredient of Nampath's paper. Matano explained the process: "After washing, clean fibers remain. Then the fiber is boiled for four hours in a vat to thoroughly ensure it is clean. Then after that, much of the process is similar to that of making regular paper."

Jane Muihia, of paper manufacturer Transpaper Kenya, said the paper does not actually stink. "It goes through all the regular stages of manufacture. And in price it is almost the same."





A Captain's COURAGE

ADF STAFF

In 1994, after the assassination of the president of Rwanda, soldiers of the presidential guard tortured and killed Prime Minister Agathe Uwilingiyimana, her husband and 10 Belgian peacekeepers. Hutu extremists took power and began the infamous Rwandan genocide, killing hundreds of thousands of members of the Tutsi minority and some politically moderate Hutus.

That same morning, United Nations peacekeeper Mbaye Diagne got word of the murders. The Senegalese captain went to investigate and found the prime minister's five children hiding. When reinforcements did not arrive, Mbaye hid the children under blankets in his vehicle and drove them to the safety of a Kigali hotel, which served as a U.N. compound.

The genocide lasted but 100 days, but as many as 1 million Rwandans were slaughtered.

Mbaye, working on his own and armed with little more than food, cigarettes and alcohol for bribes, began rescuing Rwandans from the roaming killers, hiding them in his vehicle in much the same way he had hidden the prime minister's children. As a U.N. observer, he was always unarmed.

The United Nations had rules forbidding its observers from getting involved in rescuing civilians, but Mbaye was not one for following orders. His U.N. superiors chose to look the other way because, they conceded, Mbaye was doing an honorable and courageous thing.

He had always been a singular man. One of nine children in his family, he was the first to go to college. After graduation, he enlisted in the Senegalese Army, and in 1993 he joined a U.N. peacekeeping force in Rwanda.

Mbaye used bribery to distract guards at traffic stops, but perhaps his best tool was his gregarious personality. The devout Muslim, a big man, was funny and sarcastic and smiled constantly.

In his rescue missions, he could carry as many as five people under blankets in the back of his vehicle. He passed through dozens of checkpoints on each trip.

On one occasion, he helped organize a truck convoy to take Tutsi refugees to an airport so they could leave the country. A crowd of militiamen stopped the trucks and began trying to pull the refugees out. A doctor who was among the refugees told the BBC that Mbaye got between the trucks and the crowd.

"Capt. Mbaye ran up," the doctor said. "And he stood between the lorry and the militiamen holding his arms out wide. He shouted, 'You cannot kill these people; they are my responsibility. I will not allow you to harm them — you'll have to kill me first.'"

HE ACTED from his heart

Although the convoy had to turn back, Mbaye's actions saved the passengers.

Gregory Alex, head of a U.N. humanitarian assistance team at that time, told the U.S. Public Broadcasting System that Mbaye was always on the move, looking for people to save.

"We're talking about saving hundreds of people three or four at a time," he said. "So you imagine when we talk about the 23 checkpoints, and you take even 200 people, you divide it by the maximum

five — that would mean he [would] have five people in a vehicle, which is too conspicuous, too. So he would do it in smaller numbers, so that he wouldn't draw so much attention to people. But he'd go through all these checkpoints, and at every checkpoint you have to explain yourself."

He never got caught. Two weeks before his scheduled return to Senegal, he was driving to U.N. headquarters when a mortar shell landed behind his

jeep. Shrapnel hit him in the back of his head, killing him. He was 36 years old.

Mbaye's courage has not been forgotten. In 2014, the United Nations created the "Captain Mbaye Diagne Medal for Exceptional Courage" in his honor. The U.N. considered 10 people for the award before deciding the first one should go to Mbaye's family.



Capt. Mbaye Diagne

On May 19, 2016, U.N. Secretary-General Ban Ki-moon presented Mbaye's widow, Yacine Mar Diop, and their two children with the inaugural award.

"He did not turn a blind eye or a deaf ear," Ban said at a ceremony at the U.N. "He did not ignore his conscience or walk away in fear. He acted from his heart."

Journalist Mark Doyle described Mbaye in simple terms. The big Sengalese Soldier was, Doyle said, "the bravest man I have ever met."

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CLUES

This water body's salt content is 34.8 percent. That's 10 times higher than the oceans and 5 to 10 percent higher than the Dead Sea. It is one of the hottest places on earth, with temperatures sometimes climbing above 50 degrees Celsius during the day. It is about 155 meters below sea level, making it the lowest place on the African continent. The name of this place translates to "the honey lake."

ANSWER: Lake Assal, Djibouti

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