



National Defence College - Kenya

Newsletter

VOLUME II

COURSE 21 - 2018/19

A large space shuttle, the Challenger, is displayed vertically on a launch pad. The shuttle is white with a red nose cone and two white solid rocket boosters. It is positioned in front of a large, curved building with a red-tiled roof. The building has several windows and a sign that reads "MARIA". In the foreground, there is a circular fountain with water spraying upwards. The sky is blue with some clouds.

THE CHALLENGERS!!
Pulling Beyond Gravity



Kenya's Cabinet Secretary for Defence, Ambassador Raychelle Omamo, with NDC leadership and Course 21 participants on 2nd July 2018



Publisher:

NATIONAL DEFENCE COLLEGE

P. O. Box 24381- 00502,

NAIROBI, KENYA

Tel: +254 (020) 3883549, +254 (020) 2606230

Fax: +254 (020) 3883552

Email: info@ndc.go.ke

Website: www.ndc.go.ke

Designed & Printed by:

Perspective House Ltd

P.O BOX 75002, 00200 Nairobi

Tel: 020 2044338,

Cell: 0721 689 070

Email: info@perspectivehouse.co.ke

Editorial Board:

Col S O Ondiro (Chairman),

Mr M Katungi (V-Chairman),

Mr S Mwambire (Secretary),

Mr M Ogonji, Col C N Mathenge, Col S K Saeed,

Mr M Gicheru, Brig S Jain,

Col B Korir & CP L Opicho

Copy Right © 2019

No part of this publication may be reproduced in any form or by means without written permission of the publisher.

DISCLAIMER

The views and articles contained in this newsletter are solely those of the participants concerned. They do not in any way reflect the official position of the Ministry of Defence or that of the National Defence College.

Contents

From the Commandant's Desk	3
Message from the Sponsor	4
Message From The Chairman – Editorial Committee	5
Science, Technology and Blue Economy in Kenya	6
Security in Traditional Kenyan Communities	8
Has Libya Become The New Gore'e Slave Trade Market?	9
Multi-Agency Cooperation In National Security Coordination	10
Burundi Forest Protection	11
Debt Trap	13
The Marshall Plan	14
Cohesion and National Security in Kenya	15
Stress Management	17
Kenya's Hidden Tourism Gem: Samburu County, Kenya	18
Impact of Technology on Warfare and the Media	20
Traffic Congestion Management within Nairobi City	21
Achieving Regional Security	22
The Importance of Communication/Mass Media and Kenya National Security	23
Radicalisation of Youths into Terrorism: An Analysis of Kenya	25
Zimbabwe Presidential and Harmonised Elections 2018	26
Tourism and its Impact on National Security in Tanzania	28
The First Fruit in the Family	29
The Coconut/Palm Tree at the Coastal Strip of Kenya	30
The Machinga of Tanzania	32
Social Economic Impact of Ieds In Kenya	36
Environmental Degradation: Causes, Effects and Remedy in Kenya	38
Military Job Evaluation: The Complexities of Comparing Military and Civilian Jobs	39
Ethnicity Politics in Kenya and The Role of the Media	43
Harnessing Youth Bulge Into National Development In Africa: Botswana	45
Fragility and State-Society Relations in South Sudan	47
Should Staple Food Be Securitized?	48
Evaluation of Early Warning Systems in Kenya	50
Sport for Sustainable Peace in Kenya	52
Leadership, A Diminishing Quality	54
Cultural Security	56
New Scramble for Natural Resources in Africa	58
Factors Influencing the Implementation Of Hiv/Aids Policy In The Work Place	60
Crop Intensification Through Land Consolidation: A Tool To Fight Food Insecurity In Rwanda	62
Toxic Leadership	64
The Concours D'elegance: The Kenyan Experience	66
Environmental Conservation through Plantation Establishment and Livelihood Improvement Scheme in Kenya	67



EDITORIAL BOARD MEMBERS



Editorial Board from L to R: CP L Opicho (Team Photographer), Col B Korir , Brig S Jain, Mr M Gicheru, Col S O Ondiro (Chairman), Mr M Katungi (V-Chairman), Mr S Mwambire (Secretary), Col S K Saeed, Col C N Mathenge & Mr M Ogonji.

FROM THE COMMANDANT'S DESK



MAJ GEN A K IKENYE CBS 'ndu' (China) 'psc' (K)
DEPUTY COMMANDANT NDC

The summer of 2018 witnessed a seasoned Course 21-2018-19 back after their regional study visits and now approaching the tail end of the course. The “*Challengers*” have set new benchmarks in the course of their journey at the National Defence College. We were privileged to witness active participation by the Allied Participants, adding to the richness of the learning experience for all. In fact at the National Defence College, Peer Learning is an important component of the overall erudition process.

At the outset let me begin by congratulating all the participants for producing such an interesting Newsletter. I also compliment the editorial team for coordinating this effort. The Newsletter serves multiple purposes: it informs about the ongoing activities in the National Defence College, brings out the creativity of the participants, remains a historical record as it brings out certain issues of topical interest. The instant edition has been

exceptionally well done reflecting upon the awareness levels of its contributors. I am confident that the readers will find it an interesting read that enriches experience.

For our readers, National Defence College is a Premier Institution of the Nation. It trains Senior Officers of the security forces and Civil Servants, in order to prepare them for higher responsibilities in the Strategic direction and management of security and other related areas of Public Policy. The College also serves as a Regional Center for Policy and Strategic Studies. Further it is a government “Think Tank” for all national security related policy formulations.

I conclude by wishing all the participants the very best for the balance part of their stay at National Defence College. I am certain that this Newsletter is but only the beginning of the creative journey and will serve to imbibe the culture of creative as also scientific writing. HAPPY READING!

MESSAGE FROM THE SPONSOR



BRIG J M WAWERU 'MBS', 'ndc', 'psc' (K)
SPONSOR

The Editorial Board of the National Defence College is pleased to launch the second edition of the Newsletter for Course 21/2018-19. The “*Challengers*” comprising of 38 participants from nine different countries, put their shoulders together for this effort. The excellent compilation of this Newsletter makes me believe that the participants will let their creativity flow towards the end of the course while formulating the Grand Strategy.

This edition of the Newsletter focuses on contemporary issues which makes it an interesting read and yet serves to inform. Readers will also find snippets of College activity giving an insight into the College life. The purpose of encouraging the participants to contribute to such Newsletter is to hone their skills and inculcate reading habits. Once they step out of the portals of the National Defence College, each one of them will be expected to take up positions of responsibility in the Armed Forces as well as in the Public sphere. Thus the aim of writing is to encourage an all-round, well informed personality.

I would like to take this opportunity to thank all our resource persons, eminent speakers and others for their valuable contributions to National Defence College. Their knowledge, coupled with the rich experience that the participants carry, makes National Defence College truly a “Temple of Higher Learning”.

I thank the editorial team as well as all the participants for their tireless efforts in producing articles of good quality. I take this opportunity to invite the alumni to connect with their Alma Mater by contributing to our various publications. I also express my gratitude to the Commandant for his invaluable guidance in preparing this publication.

MESSAGE FROM THE CHAIRMAN EDITORIAL BOARD



COL S O ONDIRO

CHAIRMAN

The “*Challengers*” rose to various challenges during the course with equanimity and ensured that the Newsletter was ready in record time just like the first one. The indomitable spirit of the Course 21/2018-19 has been demonstrated time and again including during the cultural day. I am sanguine that the readers will find this last edition of our publication interesting. The creativity demonstrated by the participants reflects upon their writing acumen. We have tried to produce a blend including bits and pieces of our campus life, issues of topical relevance and even some serious topics.

I wish to thank my colleagues on the Editorial Board who worked tirelessly, the Seminar leaders who were the interface and all the participants. The expectations raised during the first publication have again been fully met. The Newsletter is a reflection of the high standards set by the “*Challengers*”.

I sign off wishing all of us a happy and memorable stay and A LIFELONG ASSOCIATION.

SCIENCE, TECHNOLOGY AND BLUE ECONOMY IN KENYA

Science is a methodical enterprise that drives and puts together knowledge in form of logical explanation. Technology is the total collection of methods, processes and techniques that are utilized for the generation of services and or goods in the attainment of specific objectives, such as scientific investigation and other consumer demands.

Science and Technology are key activities and processes that lead to the generation of information and knowledge on the material world and its application in the general enhancement of human welfare. Promotion of scientific development and knowledge enables one to create the required conditions for socio-demographic and socio-economic advancement of countries. Technology is vital to enhance ways to find solutions and means of solving societal challenges. Developments in Africa over the last twenty years have generated fresh attention to Blue economy issues.

Economy is the careful management of available resources where people get their living whereas blue economy is a system by which people get their living through ecosystems by preserving the environment, ensuring sustainable development and overcoming the problem related to climate change, and carbon dioxide emissions. The oceans and their floors contain a wealth of resources which have benefited mankind greatly

The Blue economy provides great unexploited potential in social and economic development of countries globally.

Blue economy has recently gained attention as an avenue for development in Africa. Science, Technology and Innovation (ST&I) play a pivotal role in the industrialization, sustainable growth and development of nations. Investments and integration of ST&I into social, economic and governance policies will increase Kenya's global competitiveness, create employment and increase productivity. Intensified science technology application is important in upstaging efficiency and productivity cascading all through political, cultural, and socio-economical pillars. Kenya enacted the Science and Technology Act in 1977 and all these are key attributes to achieving the overarching Kenya Vision 2030 goals (Ministry of Transport, 2017).

The Blue economy is a marine-based economic development that seeks to improve human well-being and social equity while significantly reducing environmental risks and ecological vulnerabilities. Blue resources cover oceans, rivers, lakes and other form of water bodies and water related activities. The Blue economy recognizes that ocean ecosystem and health freshwater is a pathway for aquatic and oceanic based economies and can guarantee those islands and other beach front nations, to benefit from maritime assets. It also requires an integrated, holistic and participatory approach which includes sustainable management of Blue economy resources



COL S O RADINA

KENYA ARMY

for progress in Africa. The Vision 2030 intends to upscale the application of science, technology and innovation so as to raise productivity and efficiency levels across the three pillars of national development.

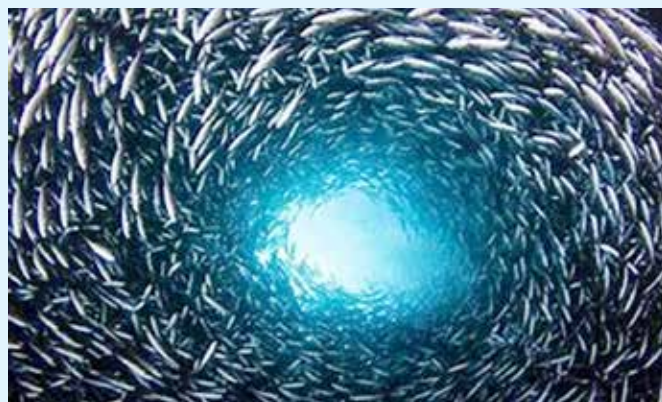
The first Medium Term Plan (MTP) 2008-2012 was developed resulting from the problems revealed in policy documents and strategies, together with Vision 2030 preposition. It was implemented through a coordinated action plan in the context of vital pillars that include economic, cultural and socio-political. To fast track competitiveness in international technology market, the government intends to develop capacities for national innovation from targeted projects and programs short listed from identified sector areas. The Ministry of Education, Science

and Technology and its stakeholders have developed the second MTP for 2013-2017 for the Science, Technology and Innovation sector. Enactment of the Science and Technology Act, Cap. 250 in 1977 changes took place specifically in the international and national fronts that had serious potential to boost the pursuit of national science and technology.

In the Kenyan context, the principles and goals of Blue economy are quite ambitious. At present, global experience in implementing foreign policy initiatives for Blue resources is scant and varied. The main objective of Kenya's foreign policy (2014) is to maximize her national interest, maintain her sovereignty, and enhance its national capacity.

The Blue economy provided a perfect avenue for the country to actualize all its national aspirations and it represents a new frontier for development. Kenya is rightly positioning itself to exploit the Blue economy resource in a sustainable manner through the use of science and technology.

The supply explanation that the consumption of newly connected to the grid consumers is small compared to the previous consumers,



results in a decline of the per capita consumption. The expansion of the grid should refocus on redefining consumers with real demand for electricity before connecting them. Otherwise, the actual demand could mainly be unsatisfied as production has increased at a too slow pace. This pushes for reallocation of the resource toward electricity generation to the detriment of grid expansion in order to better match the advancement of many ST&I programmes.

African countries must challenge themselves to adapt, develop, exploit and share scientific and technological solutions relevant to their special needs to break overdependence on more advanced states. They must put proper mechanisms and infrastructure for training and full utilization of knowledge enabling them to make meaningful evidence-based policy, in order to adequately address local needs and participate in the international community on science and technology issues. Investment in a country's own science capabilities and development of merit-based processes and institutions are most crucial for proper exploitation in policy making, industrial development and good governance.

The protection of intellectual property is still patchy in many African countries. Many innovators are therefore discouraged by the expensive, onerous affair of having to register their services and products. They find it easy working in the shadows, struggling without feedback for the concern and fear of having their ideas poached. Extending from mobile applications, mobile phones (Mpesa in Kenya) banks, electronics to mechanical, technology startups in developing countries have traditionally sought solutions in technology and entrepreneurship to their many day-to-day challenges. Experts say it has not been easy due to problems facing science and technology development in Africa. Morocco had 54 filings, Nigeria and Kenya had 7 each. Africa accounted for about 500 patents applications last year, less than one percent of more than 205,000 made globally (UN, 2017).

The Blue economy provides great unexploited potential in social and economic development of Kenya. A growing consensus seems to be developing over the continent, recognizing that scientific research rather than being a luxury is a requirement to create the necessary long term potential for sustainable economic development. A critical challenge for Africa is how to integrate the



S&T knowledge in its development.

The opportunities to harness the Blue Economy are conditioned by complex national and international interests, which can either favour partnership building and collaborative engagement or create tensions between interested parties. Piracy and other criminal activities at sea, competing uses and scarcity of water and other natural resources. On the one hand, if too little investment is undertaken, the continent will lag behind on the long term. When too much investment occurs, the continent risks an intensification of the brain drain phenomenon and, will still be lagging behind. So the right investment (in quantity and orientation) in S&T is thus the relevant practical question in developing countries like Kenya.

The main institution in charge of science and technology policy-making is usually weak and or unable to influence the government agencies that conduct scientific research and development (R&D). Much of the R&D is mostly irrelevant to industrial needs in developing countries. Some Standards Bureau in developing countries, much as they seem well staffed and motivated, is severely underfunded and lags in technological competence. None of its laboratories is internationally accredited.

The overall picture of the technology reality in the East African region especially in Kenya is that of a small and largely ineffective infrastructure. It is poorly funded and motivated, hardly directly linked with industry. Its ability to develop, adapt and

disseminate industrial technologies is weak and its awareness of the technological needs of the industrial sector low. Inadequate and unreliable infrastructure services are common in the majority of rural communities in Africa; raising the transaction costs of business in most African states.

The role of technology cannot be overstated in the industrialization, sustainable growth and development of the Blue economy. African encounters differ from one region to another. To advance science and technology in institutions; monitoring and evaluation of organizational culture is a determinant to technology implementation effectiveness. Technology framing, innovation environment attributes were found to be underlying issues in technology implementation. Cultural issues pose greatest challenges that vary widely in Africa. Kenya is faced with skilled informational personnel problems, tampering and theft, corruption, and illiteracy. The responsibility for achieving government support, capacity building, training, infrastructure, and funding rests on scientists.

The Blue economy can contribute to the positive transformation of Africa. This is a strategic area for policy makers to utilize foreign policy strategies in promoting development in Kenya, through the Blue economy. In this regard, the lack of clear resource science and exploitation policy in the African region is best manifested in the underutilization or exploitation on marine resources.

SECURITY IN TRADITIONAL KENYAN COMMUNITIES



MS M MING'ALA

MINISTRY OF FOREIGN AFFAIRS - KENYA

Security as a concept was for a long time looked at narrowly in the traditional sense of military security. However, the Special United Nations Advisor Mahbub Ul Haq first drew global attention to the concept of Human Security in the United Nation's Development Programme (UNDP) 1994 Human Development Report. By the year 2003 the concept of Human Security had grown to encompass economic security, food security, health security, environmental security, personal security, community security and political security.

Traditional Kenyan communities had grasped the concept of human security long before the term was officially coined in 1994. They endeavoured to preserve their human security through their leadership, socio-economic activities, cultural practices, mores and norms. Save for a few communities which remained as hunters and gatherers, many communities gradually evolved into agricultural, pastoral communities, and to a lesser extent, fisher-folk.

Granaries were found in majority of the homesteads, as were herds of livestock. After stocking up grain reserves to last until the next harvest season, communities engaged in barter trade with surplus stock, or used cowrie shells, beads, salt, bark cloth or tools for payment. Contact with sophisticated traders from beyond, most notably Akamba long distance traders and Arab merchants, further introduced the use of coins, cotton

and ivory among other valuables as units of exchange.

At the communal level, societies were wary of the arrival of strangers in their midst, particularly groups which looked stronger militarily. They would thus send emissaries with gifts and peace offerings. Save for the Wanga community of Western Kenya which had a King, known as 'Nabongo' and the 'Sultanates' along the Kenyan Coast, most traditional Kenyan communities were governed by a systems of chieftainships. Perceived hegemony extracted tributes in stock and kind from subdued communities, which more or less served as 'protection money.' Over time, they sought to cement peaceful and harmonious relations through intermarriage.

The communities were keen to preserve the moral fabric of society, and thus strived to protect their cultural values. Religion and Devotion played a pivotal role. They would appease their deities and ancestors, who were regarded as intercessors in the spirit realm, through sacrifices, offerings and libations. Departed relatives were 're-born' thorough naming rituals or ceremonies for infants. These acts of devotion served as insurance for their health, wealth and safety, as they forged on in the land of the living, whilst looking forward to an after-life beyond death.

Harsh punishment was meted out to those who broke societal norms. Elders in the community were key to adjudicating justice. In the traditional Kikuyu community, thieves were rolled down the slopes in a beehive. Other deterrent measures administered against deviant behavior included fines of wealth in produce or livestock, servitude to the offended victim or family, lashings of the cane, ostracism from the community, subjection to dreaded oaths or curses, and the penultimate death sentence.

The set-up of traditional homesteads yields interesting insights into the concept of personal or communal security. Communities gave due consideration to security issues in positioning huts of members of their large polygamous households. Among the

Pokomo, a watchtower where the young men slept was positioned at the entrance of the gate. The Pokomo were also conscious to construct eco-friendly homes made of 'makuti-thatch' as protection against the prevailing environmental conditions presented by the hot, humid coastal weather, as did other Kenyan communities which thatched the roofs of their huts for this purpose.

In many homesteads, the grandmother's hut was also positioned at the gate, due to perceptions that elderly people sleep light and are thus more likely to hear the sounds of intruders. The cattle sheds were placed either at the centre or to the back of the homestead under secure watch. Maasai women built shelters no taller than their heights, for purposes of camouflaging themselves from detection at a distance, while the Maasai morans (young unmarried warriors) did not have shelters, but rather grazed their cattle by day and maintained vigilance by night.

Diplomacy and etiquette were not only observed at inter-communal levels but also in inter-personal relationships. Among the Maasai, subtlety was employed by male suitors during courtship by planting a spear outside the maiden's shelter to



warn off intrusion by potential rivals and thus avoid conflict. The Nandi man too was said to make a tactical return home at day's end with loud elaborate greetings, or admonitions to children, for all and sundry within vicinity ahead of actual entry, so as to avert the possibility of finding their wives in uncompromising situations.

The centrality of human security notwithstanding, the quest by traditional Kenyan communities for military security and domination of rival communities more often than not reigned supreme. Cattle raids were a regular activity and successful ones yielded the spoils of war, which included women, children and livestock. As such, traditional communities valued their warriors and ensured a steady supply by initiating and commissioning boys to take up the role of protection, through circumcision and other rites of passage.

The impact of symbolism and imagery was not lost on the psyche, as warriors were well adorned from head to toe, often in elaborate animal skin or hide, the most striking being the lion mane and colobus monkey skin. This was accompanied by bodily applications of ash, ochre and other forms of 'war paint', ostensibly for purposes of camouflage, as well as, to enhance the ferocity of their appearance and ability to strike fear and awe in the hearts of the enemy.

Ideology complemented preparations for war, through praise songs, myths and legends which served to boost the ego, bolster confidence, dehumanize and disparage the enemy. This further served to reduce the enemy into seemingly hapless prey in the eyes of the warriors. Among the Luo, tales are told of legendary warrior 'Lwanda Magere' who was invincible. In a narrative similar to the biblical story of "Samson and Delilah", the enemy sent a beautiful maiden to discover the secret of his strength which happened to lie in his shadow. When his shadow was subsequently speared upon discovery of his secret, legend has it that he did not die but rather turned into a rock 'which can still be sighted today'.

Cattle raids have since been abandoned by most, if not all Kenyan communities. Similarly, culture and practices have evolved with modernity and the passage of time. However, their shadows and echoes live on in Kenya's 'communal values', songs, folklore and the traditional regalia adorned during cultural festivals and performances.

HAS LIBYA BECOME THE NEW GORE'E SLAVE TRADE MARKET?



M M KATUNGI

UGANDA PEOPLE'S DEFENCE FORCE

With the intervention of NATO and its allies and the killing of Muamar Gaddafi, Libya which used to host thousands of migrants from sub Sahara Africa, has degenerated so much that it has become a slave market. It is scandalous and in human treatment that exhumes African distant and painful memories arising from the past that was believed to be long gone.

Had the position of African Union position on Libya been respected, this chaos and mayhem would have been averted. African problems deserve African solutions.

The International Organization for Migration (IOM) staff in Niger & Libya reported in communiqué issued on 11th April 2017 that there was a trade in sub Sahara migrants, sold as pecuniary slaves of "markets" in Libya.

An immoral trade that proliferates in total indifference in a Libya devastated by war and which tends to become sort of new Gore'e for migrants.

Sub Saharan migrants exchanged for between \$200 and \$500 and then assigned to work in Libyan homes. Others are sequestered, tortured and forced to call their families to pay for their release.

In Libya, denunciation that IOM, said in a statement are hundreds of sub-Saharan migrants and migrants are publicly sold in market or garages.

According to testimonies created during an investigation by IOM staff of rescued migrants, you go to the market, pay between \$200 and \$500 to have a migrant.

Says Othman Belbeis, the head of the mission in Libya. After buying, you become responsible for that person, some of them escape, others are kept in bondage, adds the official.

The martyrdom of migrants does not end there. Sub-Saharan migrants were sold and bought with the help of Ghanaians and Nigerians who work for them. On the road to migration between Niger and Libya, notably in Sbaha, Misrata or Tripoli, most sub-Saharan immigrants are victims of unscrupulous smugglers who subsequently deliver them to Libyan buyers.

The kidnappers subsequently sequestered the migrants, who were freed after convincing their families to pay between 300,000 CFA francs (about \$480) and 600,000 CFA francs (about \$970) via western union or money gram. Migrant women are victims of physical abuse and forced into the domestic work of their "buyer" when they are not reduced to sexual slaves.

In the face of the disaster described by the UN-affiliated organization, a silent and immobile international community faced with open and grave violations of human rights. Later, IOM's denunciation brings back memories of a painful past in Africa.

The "slavery" practices under way in Libya and the trade they are going to help create are almost comparable to those of time of slavery. The island of Gore'e off Dakar, still bear the vestiges with its very much visited "House of the slaves". The Libyan slave markets that flourish in Libya are trampling on human dignity. If nothing is done, this Libya devastated by war and undermined by instability is on the way to become the new Gore'e.

According to testimonies created during an investigation by IOM staff of rescued migrants, you go to the market, pay between \$200 and \$500 to have a migrant.

MULTI-AGENCY COOPERATION IN NATIONAL SECURITY COORDINATION

"A focus on a multi-agency approach, as opposed to the traditional silo approach, has paid dividends in detecting, preventing and disrupting the operational aims of terrorist groups and networks,"

His Excellency President Uhuru Kenyatta



COL N MUHINDI

KENYA ARMY

Every element in the system of government is expected to work in unison towards common good. Given that the operators of the institution of government are human, it is not unexpected that frictions could sometimes arise to hamper the delivery of the desired services to the public. However, developments in the recent past indicated a lack of coordination and cooperation between security agencies to a worrying level. The security challenges and crises resulted in the loss of lives, displacement of persons and destruction of property. These security threats are numerous and very often interrelated, and therefore tackling them requires an inter-sectoral collective approach.

In an effort to ensure these challenges are dealt with in a coordinated manner, Kenya's National Security Advisory Council (NSAC) directed that Multi Agency Command Centres are established where incidents of insecurity are on the increase. This was an acknowledgement that cooperation and collaboration by institutions of the government with clear cut jurisdiction but shared responsibilities are no longer a peripheral but a key in ensuring success in their different areas of responsibility. This resulted in the standing up of the

Mombasa County Command Centre on 19th March 2015, and was closely followed by "Operation Linda Boni", a Multi-Agency Operation designed to restore normalcy in Lamu County and its environs.

Some of the traditional obstacles to inter-agency coordination include, each agency seeking to preserve its autonomy and independence, inadequate resources and energy invested in developing and maintaining relationships between organizations. In some instances inter-agency coordination does not clearly reflect tangible potential returns on the investment, organizational culture, routines and procedures are yet another challenge. Besides organizational goals are at times in conflict among collaborating agencies while different components bring different expectations, biases and pressure to bear on each agency.

The need for synergy cannot therefore be over emphasized and as advanced by some scholars, where synergy fails, security is bound to fail. Therefore, joint efforts enable development of strategies for crises management with focus on effective preparedness and response. Bringing together agencies to plan jointly eliminates conflicts amongst agencies and creates

clear and focused leadership designed to provide command, control, communication and coordination; it also implies that the synergies of the participating agencies are also brought to bear. As such multi-agency cooperation would no doubt ensure prompt and effective crisis response and management thereby contributing to sustenance of peaceful society towards national development.

During His Excellency President Uhuru Kenyatta's address to the Kenya National Defence College Course 19 participants in May 2017, he underscored that cooperation between agencies which has seen the government put an end to many forms of crimes including terrorism. He further stated that the multi-agency approach had been validated in several joint counter terrorism operations and other threats.

The words echoed by H.E President Kenyatta is a clear indication that the concept of multiagency cooperation really does work. It is evident that the success of this form of mechanism is more pronounced in areas where existing security structures are already in place with established links to the National Security architecture. The successes realized by the Mombasa Multi-Agency Coordination Center is a case in



point, which was further evidenced during the 2017 National General Elections. During this period structures that ensured multiagency cooperation were put in place in support of the existing security apparatus from the regional level down to the lowest level (Sub County). Training to bring together the agencies coupled with regular coordinating meetings with clear and focused leadership which provided command, control, communication and coordination was used and remains the key principle to successful security related operations.

It is evident that the success of this form of mechanism is more pronounced in areas where existing security structures are already in place with established links to the National Security architecture.

Other than security agencies, how well are other government ministries, agencies and institutions coordinating their efforts? In order for the country to reduce waste and promote a culture of coordination and cooperation across the government, it is vital that the concept of multi-agency cooperation be promoted and enforced. This will ensure synergy within government; coordinated efforts will guarantee increased efficiency in service delivery to the people while at the same time allowing coordinating mechanisms that promote jointness to eliminate waste in government occasioned by duplication of efforts.

It may also be desirable that security agencies extend cooperation to include regular multi-agency training at Regional and County level in order to ensure cooperation and coordination is extended from leadership level down to subordinates. This will ensure agencies appreciate and learn from each other's strengths, thereby promoting and building trust across agencies.

BURUNDI FOREST PROTECTION



COL ANDUWIMANA

BURUNDI NATIONAL DEFENCE FORCE

The Kibira National Park is a national park in northwestern Burundi. Overlapping four provinces and covering 400 km², Kibira National Park lies atop the mountains of the Congo-Nile divide. It extends north from the provincial town of Muramvya to the border of Rwanda where it is contiguous with the Nyungwe National Park. It is estimated that around 16% of the park consists of primary montane rainforest, the only montane forest in all of Burundi, and is adjacent to two large tea plantations, one in Teza and the other in Rwegura. The Park exceeds 1,100m in elevation. Dominant tree species include *Symphonia lobulifera*, *Newtonia buchananii*, *Albizia gummifera* and *Entandrophragma excelsum*.

The forest contains areas of montane bog and bamboo stands. A total of 644 plants grow in the park. There are 98 species of mammal in the forest and 200 species of birds have been recorded here. Although the Kibira has not been as thoroughly studied as some of its neighboring protected areas, it still is considered 'the most important site in Burundi for the conservation of montane-forest birds'.

Forest Tenure and Management Regimes

Currently, there are two primary functional forest tenure regimes governing the remaining natural and artificial forests: (1) National

forested lands (central government owned) and (2) private "boisement" or woodlots (private ownership). Broadly speaking, the former can be further subdivided between: a) The colonial and postcolonial era planting of exotic tree species and hilltops and steep slopes, and b) The national protected areas and other remaining natural forested areas. The national non-natural plantations were planted during the colonial era and then another similar large-scale push took place in the 1970s-80s through World Bank projects in which 55,000 ha were planted. These plantations were intended for the primary purpose of fuelwood for local consumption, soil stabilization, as well as for paper fiber to supply a national paper industry.

Opportunities

Despite the significant challenges that include limited donor/NGO/government attention on the forest, a certain number of opportunities to address the previously mentioned threats emerge. Promotion of community tree nursery development and financing. Many Burundians are involved and seemingly skilled at tree nursery management and out planting of trees. Additionally, over the short term, many projects are creating the need/market for saplings of some native tree species as well as exotics. Regardless of what led to this

A clear need was observed to support the comprehensive development of a forest management authority that is trained, staffed, and equipped to tackle the threats to the forest resources in Burundi.



Association Dukingiribidukikije's work

apparently widespread or at least common skill, there appears to be an opportunity to benefit from this capacity to achieve multiple objectives (reforestation, fuelwood/charcoal provision, environmental protection, small business development, etc.).

A clear need was observed to support the comprehensive development of a forest management authority that is trained, staffed, and equipped to tackle the threats to the forest resources in Burundi. Once the legal and regulatory framework is updated to be responsive to the current realities and constraints, a specific opportunity exists to work on a suite of actions, including: law enforcement, plantation management for fuel and fiber, national forest inventory to understand the status of the resource, monitoring to understand the trends of the resource in view of adopting adaptive management strategies, fire management, boundary demarcation, and other actions.

Foster community involvement in forest resource conservation, management, and reforestation efforts. The fact that some

natural forests in and out of formally protected areas remain intact and are respected by local communities against all odds (see “threats” above) suggests that going forward, there is something upon which to build. It is likely a result of a whole host of complicated and interdependent social, cultural, historical, and economic factors. Something keeps people from completely converting the forest, which clearly presents an opportunity to learn from in future engagements around forest resource conservation, management, and reforestation.

The local group known as Association Dukingiribidukikije was created in 2012 by local volunteers with the aim of protecting their environment as well as seek local solutions to some of the problems facing their communities like poverty and domestic conflicts. Bird Life recognizes communities as champions for the conservation of nature and engage them through Site Support Groups (SSGs) in key priority conservation areas. At the Kibira National Park, these

volunteers through their local group, Association Dukingiribidukikije have worked diligently with Bird Life's partner to protect and maintain the natural environment to prevent soil erosion and members of this association also helped people to build 2,000 efficient fireplaces in their homes to reduce the frequency of women going into the forest in search of firewood.

This local group also raises awareness about the importance of the Kibira National Park and activities that threaten its conservation. Members of the group have benefited from training and sensitization sessions, after which they generated and shared information with members of their community about the importance of preserving the Kibira Park.

Many people living in and around Kibira do not have reliable sources of food and income to support themselves and their families, but the national park presents opportunities to reduce poverty and improve their livelihoods. The Association is aware of this and promotes sustainable income generating activities in the communities. They have introduced local farmers to agroforestry technics particularly the planting of fruit trees and helped communities to build and maintain beehives for the production and commercialization of honey.



Growing trees to support reforestation

DEBT TRAP

Countries generally borrow both externally as well as internally for infrastructure development and for funding of various projects or schemes. The combination of the two types of borrowings is called public debt. In certain cases, specially in developing countries, there may be instances when the quantum of repayments of this debt exceeds the capacity of the country. This leads to a situation where the country may have to accrue even more debt to make interest payments. This situation may be called a debt trap. There have even been situations where nations have to sell national assets to a foreign country in order to make debt repayments. Case in point is Hambantota port where the Sri Lanka government had to give away the port to the Chinese on lease.



BRIG S JAIN
INDIA DEFENCE FORCE

There are certain developing countries which even with a small quantum of debt, both in real terms as also as percentage of GDP, struggle to pay their yearly installments. On the other hand many developed nations have huge public debts and yet they are economically doing very well. USA in fact has one of the largest public debts amongst all countries. The reasons for this disparity are varied and often interconnected in a complex manner. The foremost being the quality of debt. Many multilateral institutions provide long term low interest loans. In certain cases the interest rates may even be as low as 1%. Thus a country can repay the interest as well as principal component in easy installments. On the other hand bilateral donors may even provide loans at interest rates as high as 6%, with short or medium term repayment plans, which puts the recipient economy under stress. Certain donor countries also insist on infrastructure development being done by their firms, using their raw material and labour. The payments to the firms or labour may even be made in the donor country itself, thereby depriving the recipient country of forex. The loan also does little to stimulate the economy of the recipient country as even though the infrastructure may get created the spin off benefits such as job creation are not accrued. The second factor is the exchange rates of the local currency of the recipient country. Any currency devaluation artificially inflates the loans. Moreover, a country with a weak currency has to earn much more in purchasing power parity terms to be able to pay back the loan in reserve currencies. This is a paradox as the purchasing power of the reserve currency is also more at the time of loan receipt. Yet it makes repayments difficult.

Another factor is fiscal deficit. While most developing countries do run a fiscal deficit, a sustained high fiscal deficit, say above 3%, also impacts debt repayment capacity of a country. The debt repayments in turn lead to further fiscal deficit. Prudent government spending is therefore a must. Quite often developing countries end up spending large sums on government apparatus specially on defence. A current account deficit further leads to strain on repayments as all repayments have to be in international reserve currencies. The exports in developing countries are normally less than the imports due to lack of industrialization and dependence upon foreign energy supply in most cases. External borrowing often complicates this situation further. The donors many times extract favorable terms for trade and

dumping of cheap goods, further reducing exports from recipient countries. This in turn widens the current account deficit. Moreover, instability and insecurity coupled with lack of infrastructure also drives away investors thereby depriving the developing countries of both forex as also manufacturing and technological capacities. Developing countries also have a low technological threshold as also limited capacity for government led investments. As they do not have the capacity to invest outside the country their investments do not beget forex returns. The only saving grace may be remittances from diaspora in many cases.

Costly infrastructure projects which do not have the capacity to start generating revenues immediately are often the cause of debt trap. Many such projects are often not even needed or cheaper alternatives may be available.

Yet in democracies many a times such projects are contracted due to populism as also in a rush to become “First World”. In the long run such debts produce quite the opposite effect. Corruption may also be the inducement for politicians to contract bad debt of such nature.

The above analysis does not mean that loans are bad. After all almost all the countries of the developed world have borrowed heavily to boost their economies. Yet countries with low GDPs, weak currencies and fiscal and current account deficits, have to be careful with respect to the type of debt as also the accompanying strings being attached by the donors. In most cases the country should try to borrow internally as also try to enhance public private partnership, specially through internal investors. It also goes without saying that sound economic policies in any case will boost the economy, the exports as also enhance capacity of the government to invest in critical infrastructure. A stable security environment may also act as a force multiplier.



THE MARSHALL PLAN



LT COL (GS) S HASLER

GERMANY DEFENCE FORCE

In discussions in Germany about the need to support African countries to develop their economies, the German government explored for new approaches to package its support activities for Africa. Therefore, the Federal Ministry for Economic Cooperation and Development (BMZ) has taken a new direction in its cooperation with the countries of Africa, called “Marshall Plan with Africa”. Main idea of the new concept to tackle the global challenges that the world is facing today is to join forces with strong African partners. The basic assumption being that Africa offers unique opportunities and the continent has huge potential and, therefore, must be supported.

To name the new concept a “Marshall”-Plan has a deeper sense. Germany itself benefited massively by the so - called Marshall - Plan after World War II. To understand which level of engagement a plan could have and how extensive the development under the new concept should be, it is useful to look at the original Marshall-Plan. Why did Germany was a recipient of help? Who spent money and what was the outcome?

End of war

During the Second World War, Britain, the United States of America and the Soviet Union fought together against the “Axis Powers” Germany, Italy and Japan. This alliance between the democratic states and the USSR was, from the beginning, an alliance of purpose in which the systemic contradiction was consciously pushed into the background. Already at the Potsdam Conference in summer 1945, the

contradictions came to light. Although there was agreement on the necessary punishment of Germany in the form of war reparations, their amount was as controversial as regulations for the uniform administration of the occupation zones. The administration of Germany was the responsibility of the Allied Control Council, headquartered in Berlin-Schöneberg and whose work was increasingly difficult due to the growing mutual distrust.

A new policy for Europe

The harsh winter of 1946-47 forced the Americans and Britons to fundamentally rethink their occupation policies. People throughout Europe were starving, but the situation in Germany was particularly bad because of the destruction and the large number of refugees and displaced persons from the former eastern territories. The desired re-education of the population was hardly feasible under these circumstances. The situation was also difficult for the occupying powers. For example, the cost of occupation proved to be an extreme burden for the UK’s own household. The very high expenditure in Europe (aid programs and support of the former allies) was also increasingly controversial in the US. Quite a few US voices called for the withdrawal of traditional isolationist positions - the original core of US power politics. This attitude was confirmed by the victory of the Republicans in the congressional elections. President Truman, a Democrat, on the other hand, represented the policy of America’s responsibility for the world, as expressed later in the “Truman Doctrine”. Nevertheless, the costs for different programs such as GARIOA (Government Aid and Relief in Occupied Areas) were very high, without showing the desired results. Therefore, it was agreed that further uncoordinated assistance to the Europeans should be terminated and be replaced.

The German reconstruction was increasingly in the interest of the US and the states of post-war Europe.

American interests

The German reconstruction was increasingly in the interest of the US and the states of post-war Europe. As a central economic powerhouse, Germany was an indispensable buyer of raw materials and a supplier of finished goods for both the (Western) European and the American markets, in addition, Germany played a key role in the beginning of the “Cold War”. At the borders between the United States and British zones of occupation, united in 1947 as “Bizones”, to the Soviet occupation zone, the two power blocs and their different interests met. An economically and politically unstable (West) Germany could have unforeseeable consequences - not only for Germany, but for the whole of Western Europe.

“Truman Doctrine”

On March 12, 1947, US President Truman declared his support for all “free peoples” against totalitarian forms of government. The American Declaration was generally understood as opposing the further spread of communism and “people’s democracies.” The Marshall Plan thus became a key element of American policy of containment of Communism in Western Europe. A unified, economically sound Europe that shared similar values to the US would be equally immune to both left and right-wing populists. As communism appeared to the US as the main challenger, this argument for the implementation of the Marshall Plan in the USA became more and more important. In addition, the US economic policy considerations remained effective.

For West Germany, the implementation of the Marshall Plan meant a quicker end to the reparation payments and the continued dismantling of German industries and the dismantling process would be stopped finally in 1951. However, the size of the reparation payments was lower than originally intended because of the Marshall Plan in the Western occupation zones.

Another concession in favor of German and European reconstruction meant exceeding the industrial capacity laid down in the Potsdam Agreement: it had decided to freeze German industry at its 1932 level. In view of the European and American demand for German products, this restriction was lifted at the insistence of the USA. Above all, the beginning of the “Cold War” did not allow the deliberate economic

weakening of a partner. The absurdity of parallel construction aid and disassembly positively ended for the Federal Republic: Often obsolete plants were disassembled and replaced by modern variants, which could be acquired, inter alia, with Marshall Plan funds. This was the basis for the upcoming “economic miracle” of West Germany.

Issue of effectiveness

The actual economic results of the Marshall Plan are still controversial. The later Minister of Economics Ludwig Erhard denied its far-reaching consequences for Germany. However, this probably also had to do with the fact that the politician did not want to see his own performance diminished. In fact, the upswing without the Marshall Plan would have taken longer to come. Without the previously introduced currency reform of June 1948, however, the Marshall Plan could have done little. In addition, it must be considered that considerable financial resources had already flowed into the western occupation zones. The US gave between 1948 and 1952 more than 13 Billion US\$ direct aid – converted into today's buying power approx. 130 Billion US\$.

European market

A very important meaning of the Marshall Plan extending beyond Germany lay in the development of the European market. In September 1950 an important step was taken with the agreement on the “European Payments Union” (EPU). The EPU was provided with Marshall Plan funds to help individual states in case their national currency ceilings were inadequate. It was thus intended as an instrument of aid for free trade up to the point when the European currencies would be convertible. This was the case in 1958. In addition to the establishment of a multilateral system, the basic definition of a free trade system was important. This had been a major claim of Marshall, which had to be at the creation of long-term markets for American products.

In intra-European exchanges, this meant the successive reduction of quotas for certain categories of goods until the complete free trade between them. The Federal Republic was the only non-sovereign member forced to lead the way in this question - but was fearful because of the demand for the capital

goods produced here, in fact, akin to free trade. In 1951, however, it came to the brink of insolvency, as a result of the Korean War, when commodity prices increased extremely and could not be covered by export revenues. However, this crisis was only temporary: In the second half of the year, it was followed by strong demand for German industrial products. In 1952, the Federal Republic first achieved a balance of payments surplus and made its way from there to becoming an “export world champion”.

Conclusion

In Germany the concept of the “Marshall”-Plan is truly connected with the idea that the devastated and hopeless country was supported successfully from outside by former enemies and later allies and friends, even if they had their own national interests in doing so. Therefore, the idea of a “Marshall Plan with Africa” has a huge similarity in its background. The implementation process of the Marshall Plan for Africa within the EU context may now show this project could have the same impact or could only borrowed out of history.

COHESION AND NATIONAL SECURITY IN KENYA

The concept of national security can be traced to the Westphalian Peace Treaty of 1648 which made states the key actors in the international order. However, the aftermath of the post-cold war era has not only witnessed the widened definition of the national security but also the threats and vulnerabilities attributed to it. One of the major challenges states continue to face is the achievement of sustainable peace and security.

Kenya like any other Africa country experiences many challenges; some of which are governance-related or intra-state conflicts based and national borders. In defining National Security, there has been a departure from the state centric view that focuses on sovereignty, territorial integrity, and aggression from external threats to consideration of internally generated threats associated with ethnocentric dynamics and governance related issues, that undermine national cohesion and render the state vulnerable.

National cohesion and integration are both a result of inculcation of values that allow all citizens to have a sense self-actualization and



MR W A LUGONZO
NATIONAL INTELLIGENCE SERVICE - KENYA

of being members of the same nation engaged in joint ventures, facing challenges and shared opportunities. Cohesion is an elusive concept that is easier to recognize by its absence than by definition. Its absence culminates in increased social tension, violent crimes, insecurity, human rights violations, and ultimately, violent conflicts that undermine the national security.

National cohesion is about tolerance, respect for diversity, fostering peace and social inclusion. Social inclusion refers to the degree to which all citizens can participate in economic, social and political affairs of the country. Conflicts arising from resources undermine integration. A cohesive society is one where people are united with no glaring

mistrust, among neighbors. The institutions of the state work towards a better future for the citizens. National cohesion is therefore vital for a country that seeks to fast track its development agenda and incorporate a rights based approach to development.

Threats to Country's security are largely internally generated

and often borne of lack of social cohesion and economic under-development. This realization emphasizes the need to undertake a recalibration of a State's security in order to reflect current realities, and by ensuring that economic security is integrated into the national social security framework of the state. Kenya's national security is increasingly threatened by ethnic intolerance. This is common during the electioneering periods when politicians mobilize their ethnic communities into political tools at times generating hatred among other Kenyans.

The 2007-2008 post-election violence in Kenya heightened the awareness, arising from lack of cohesion in Kenya. In 2012, ethnic clashes in Tana River County, an area that for a long time had experienced peace among the groups, caused widespread displacement of the population. In 2014, the security forces intervened in clashes in the County of Marsabit, in northern Kenya. Cattle rustling activities among pastoralists communities in Kenya among them the Turkana, Pokot, Marakwet and Samburu had heightened insecurity through use of lethal weapons. These social conflicts are connected to lack of cohesion and culminate in security concerns in Kenya.

The democratisation process also changed the security concept from traditional state-centred to people-centred where the people are a key reference for security. This calls for a national cohesion and integration process to allow citizens feel part of the same community engaged in a common enterprise, and facing shared challenges and opportunities. The formation of the National Cohesion and Integration Commission and other bodies mandated to enhance national cohesion has achieved some strides in social intergration. The situation calls for a policy review in order to achieve the social pillar of vision 2030.

Similarly, The National Cohesion and Integration Commission (NCIC) has emerged as the main bureaucratic institution spearheading the national efforts to change the attitudes of ethnic communities and build a more cohesive and peaceful national identity. The NCIC conducts and funds multiple programs, including national television dialogues, peace education to promote non-violent forms of conflict

resolution and support for Commercial Social Organizations (CSOs) to encourage sustainable local initiatives aimed at social cohesion. Banners designed by the NCIC are displayed across the country to promote peace and unity in diversity.

It should be appreciated that the NCIC has played a critical role in addressing hate speech during election campaigns. NCIC developed guidelines on responsible journalism for journalists and media outlets, conducted awareness training on hate speech, issued warnings to perpetrators investigated and heard complaints regarding hate speech and initiated prosecutions. These measures coupled with other programs, prohibited public intolerance between ethnic protagonists. The international community has given financial support to NCIC in its programmes and has called on the Kenyan government to undertake wide-ranging reforms to curb the menace.

The fact remains that since the onset of colonialism, power in Kenya has been associated with some particular ethnic groups which, amongst other internal dynamics, is widely believed to be a cause for ethnic intolerance, low levels of inclusivity, lack of trust and community stereotyping that undermine national cohesion. It is based on the justification that the intra and interclass struggle between the factions of the Kenyan elites has manifested itself in the manipulation of the ethnic groups as an instrument to promote the parochial and

sectarian interests of the dominant ruling class. A cohesive society works towards the well-being of all its members, fights exclusion and biases on marginal lines, creates a sense of belonging, promotes trust and offers its members the opportunity for upward mobility. Africa on the other hand faces a myriad of security threats that cannot be mitigated unless the continent jointly under the African Union demonstrates the will for integration to fight the scourges from a common ground. Kenya's prosperity across all sectors of development will be informed by strategic measures to ensure a cohesive society that can work together through the regional, national and local communities.

The National Cohesion and Integration Commission should partner with others to promote diversity and national cohesion. It is intended that the proper coordination of national cohesion and national security policies will promote prevention, mitigation and preparedness against national cohesion. It will facilitate better coordination and build synergies among stakeholders involved cohesion building.

It should be noted that the famous handshake between President Uhuru Kenyatta and opposition leader Raila Odinga has been an enabler to the attainment of National security and has contributed immensely to the national cohesion culminating in peace and economic growth following minimized political tension.



STRESS MANAGEMENT



COL T BANDA

ZAMBIA DEFENCE FORCE

Stress is a normal psychological and physical reaction to the demands of life. It can be from within or without the individual concerned. It can be acute or chronic. Acute stress is a short-term stress and the most common form of stress. It deals with the pressures of the immediate, future or the very recent past. As a result, it does not pose meaningful danger to human health. On the other hand, chronic stress has a wearing down effect and can become a very serious health risk if it continues over a long period of time. The severity of stress varies from individual to individual and gender difference plays a role, with the female gender being the more resilient.

Small amounts of stress can be good, motivating one to perform well. The human brain comes well-wired for protection against stress. Unfortunately, the nonstop and multiple challenges of modern life such as waiting in traffic, paying bills, meeting deadlines can push one beyond his/her ability to cope. This would also be true for students or course participants at military institutions like Senior Command and Staff College or indeed National Defence College as the case may be. This is so because most military training/learning programmes are tailored to be pressure intensive.

Some common signs and symptoms of stress include; frequent headaches, cold or sweaty hands and feet, frequent heartburn, stomach pain, nausea, panic attacks, excessive sleeping, or insomnia. Others are persistent difficulty in concentrating, obsessive or compulsive behaviors, social withdrawal or isolation, constant fatigue,

irritability, angry episodes, and significant weight gain or loss. There are two basic instinctive reactions to stress, which may also happen simultaneously. These are the “fight or flight” response, and the General Adaptation Syndrome (GAS).

The “fight or flight” reaction is a basic, short-term survival response, which is triggered when there is a shock, or when something is perceived to be a threat. The General Adaptation Syndrome, on the other hand, is a response to long-term exposure to stress. It espouses that helps to cope with stress in three distinct phases namely; the alarm phase, the resistance phase and, lastly, the exhaustion phase. The alarm phase happens when one reacts to the stressor while the resistance phase occurs when one adapts to and copes with the stressor. However, the body cannot resist indefinitely. Gradually, if the stress is persistent, the physical and emotional resources get depleted. At that stage, one is worn out and therefore cannot function normally. It is at that stage when the exhaustion phase is reached.

The first step in managing stress is to understand where the stress is coming from. There is need to keep a stress diary and identify the causes of short-term or frequent stresses in life. As one writes down events, reflect on why particular situations stresses and identifies specific events that could put one at risk of long-term stress. These stressors should be listed in order of their impact.

The priorities are broadly grouped into two; those which affect one’s health and well-being most and those which affect one’s work and productivity. Once this is done, consideration is given to the approaches listed below. One is likely to use a mix of the techniques.

- a. **Humour** - Humour gets one’s brain thinking and working in a different manner. Laughter itself, which results from humour produces helpful chemicals in the brain that assist in stress management.
- b. **Brisk walk and Self-talk** - Going for short quick and brisk walk outside, stimulates one’s senses with new things.
- c. **Rehydrate** - Take 4-8 glasses of water daily. If you starve your body of water you will function below your best and get stressed, as all of your organs, including your brain, are strongly dependent on water to function properly.

- d. **Catnap or Power Nap** - Take a quick nap, its nature’s way of recharging and re-energizing. A quick nap of 10 to 30 minutes’ is very helpful for stress relief.
- e. **Make a Cup of Tea** - Making the tea and preparing the ingredients, itself, takes your mind off your problems.
- f. **Crying** - Whatever the science behind crying, a good bout of sobbing and weeping does seem to release tension and stress for many people.
- g. **Emotional Intelligence** - This is the ability to absorb high levels of stress and pressure governed by maturity and personnel wellbeing. Accepting the situation in a mature and composed manner would help to work out resilience.
- h. **Watch Television** - Ensure that you watch a film that will uplift your low mood. This will detract your attention on what is stressing you. Positive images and sounds have a corresponding effect on your physical health and wellbeing.
- j. **Be More Organized** - Reduce the generation of clutter by setting priorities in all your work and tasks. Take control of your tasks by beating deadlines and learn when to say no to some demands from others.
- k. **One-to-One Counseling** - Training courses can convey anger management and stress reduction theories and ideas, but one-to-one counseling is necessary to turn theory into practice.
- l. **Exercise** - Exercise increases blood flow to the brain, which is good for the human brain.

These are but some of the techniques for stress management. Everyone has to develop his or her own responses to stress. During the short-term or acute stress situations, the brain releases certain chemicals within the brain to cause a reaction to potentially harmful stressors or warnings. When the threat subsides, the body returns to normal. The relaxation response among people varies. Some recover from acute stress fast while others take long. The key is to learn to monitor your own stressors and become aware of when they are indicating unmanageable stress levels so that appropriate remedial measures are taken timely to avoid calamity. These stress management techniques are suggested to equip all with stress coping mechanisms.

KENYA'S HIDDEN TOURISM GEM: SAMBURU COUNTY, KENYA



COL J L LEMAKARA

KENYA ARMY

Kenya is considered an “economic powerhouse” within the East African Region. The Country comprises of beautiful savannahs, lake lands, amazing coastal strip, the dramatic Great Rift Valley and mountain highlands. It's also home to wildlife like lions, elephants and rhinos. From Nairobi the capital city, safaris may visit the Maasai Mara Reserve, known for its annual wildebeest migrations, and Amboseli National Park, offering views of the 5,895m Mt. Kilimanjaro.

In addition, the Country has diverse attractions to offer to both local and international tourists. It is only a few countries around the world where one can relax on pristine sandy beaches and be able to see wildlife in all forms within a short distance. Kenya has 60 National Parks and Reserves all with abundant wildlife. The spectacular wildebeest migration that occurs every year in Kenya's most visited Maasai Mara National Reserve is referred to as the 7th new wonder of the world. The scenery of Kenya is unique, the Great Rift Valley and the snow capped Mount Kenya, lying astride the equator, are breath-taking. There are myriads of activities which visitors can enjoy including rock climbing, white water rafting, bird watching and adventure.

Kenya is also a land endowed with cultural diversity, pleasant weather all the year round and more importantly, hospitable people. The diversity of Kenya's tourism products further includes, ecotourism, sports

and water based tourism, conference tourism and home stay tourism.

Hundreds of kilometers north of the capital Nairobi, lies the vast remote arid lands of northern Kenya. In the northern part of the country, Turkana County (Lake Turkana) is the cradle of mankind, making Kenya a leader in heritage tourism. In this case, Kenya is therefore the ultimate destination offering unparalleled variety of travel and holiday experiences. The landscape in northern Kenya is still pretty much ‘virgin’. Unlike in urban areas where there are far too many obstructions in the guise of buildings; the horizon here is uninterrupted.

Samburu County on the other hand, is the Northerly gem globally reputed and associated with Born Free film, Camel racing, breathtaking tourism sites, the Great Rift Valley, colourful cultures among other attractions.

Samburu County constitutes three constituencies; Samburu North, Samburu East and Samburu West. Samburu borders five counties; Marsabit to the north and northeast, Isiolo to the east, Turkana to the west and northwest, Laikipia to the South and Baringo county to the southwest. The Maasai people, in reference to the colourful adornments worn by Samburu people, used the name Samburu, which means ‘butterflies’ in the Maasai language, to name the area. The Samburu are a Nilotic people that are related to but distinct from the Maasai. They are semi-nomadic pastoralists who herd mainly cattle but also keep sheep, goats and camels.

The County consists of several highlands, plateaus and lowlands including the famous Suguta Valley. Suguta Valley drops from southern tip of Lake Turkana to the west of Baragoi town, Malaso (Losiolo Escarpment View Point) extending southwards. The valley registers searing temperatures as high as 50 C (122 F), it is best described as an unforgiving landscape, stark and desolate terrain is why the valley is branded as the “Valley of Death.” The floor of the valley is broken only by occasional volcanic cinder cones and geological features to the east and west that rise to elevations of 3300 feet. The surreal landscape is dominated by two distinct geological features Mount Ngoiro to

the east and Barrier Volcano to the north.

Fault escarpments bound its sides while red clays, boulders and gravel fans cover the floor. The valley is characterized by beach terraces which give evidence that it was once part of Lake Turkana. High-level plateaus built by repeated floods of lava from the Rift Valley dominate the eastern part of the valley. Kirisia Mountains rising to 2,500m above sea level is the highest point of the plateau. The lava fields make a very thin layer of soil which hardly supports any vegetation. The volcanic hills on Loroki Plateau are covered by shallow dark to dark brown rocky and stony soils especially to the north. In the South West and high altitude areas of the county, rainfall is above 600 mm per annum and the soils are comparatively deep suitable for arable farming. Generally, the topography, soil and rock types and vegetation cover influence the population distribution and settlement patterns in the county. The soils are mostly well-drained phaeozems although some parts are covered by shallow lithosols, including areas around Suguta Marmar where the risk of flooding is classified as medium. The lithic phase of the soils encourage run-off during periods of high precipitation.

Samburu County has several trading centres such as Wamba, Kisima, Suguta Marmar, Baragoi, South Horr and Maralal. Maralal town is the headquarters of Samburu County. Located about 350km North of Nairobi and 150 km north of Nyahururu, Maralal is a cultural rich centre for the Samburu people. It is a transit town for tourists looking to explore northern Kenya through Baragoi to Loiyangalani ashore Lake Turkana. The town is a thriving trade centre with men trading their livestock and women selling baskets and jewellery. Maralal is quickly becoming a popular international attraction thanks to the Maralal International Camel Derby - an annual camel race held mid-year near the town that attracts many locals and international camel racing enthusiasts.

The Samburu Members of the moran age grade, which is “warriors” typically, wear their hair in long braids, which they shave off when they become elders. They rely

on sheep, goats, cattle and camels as their source of livelihood. Their traditional food consists of meat, milk and blood. They prefer meat barbeque (*nyama choma*) on special occasions such as during circumcision ceremonies, marriage and birth of a child. Other ethnic groups living in Samburu County include Rendile, Turkana, Elmol and Borana. These are nomadic pastoralists who rear cattle, donkeys, camels and goats. Both Samburu men and women dress in brightly coloured traditional shukas, which they wrap loosely around their bodies. Samburu men also dye their hair with red ochre, while the women adorn themselves in beautiful, multi-beaded necklaces and other traditional jewelry.

The Samburu also live atop Mount Kulal, Mt. Kulal is an eroded-down extinct volcano located in northern Kenya, just east of Lake Turkana. The mountain has an elevation of 2,285 metres (7,497 ft). Mount Kulal is the centre piece of the Man and the Biosphere (MAB) reserve of the same name, which is one of six MAB reserves in Kenya. The United Nations Educational, Scientific and Cultural Organization (UNESCO) designated it as a MAB reserve in 1979. Mount Kulal forest is part of the reason that Mount Kulal has been deemed a UNESCO Man and the Biosphere Reserve. Surrounded by deserts, this unique forest traps moisture, contributing to the humidity and cool evening temperatures on the Mountain.

When it comes to wildlife in Samburu County, many communities are realising the importance of wildlife to their local economies, and through community conservancies are developing strategies to protect their flora and fauna in ways that complement pastoral livelihoods. It is this attitude shift, together with the efforts

of the Kenya Wildlife Service (KWS) and increasing support from County governments, which is allowing wildlife numbers in many conservancies to flourish.

Samburu culture and traditions are being practiced and enhances the preservation of their heritage. Majority of Samburus believe in the African traditional religion although a few have converted to Christianity. They greet each other by saying 'Supa' or 'serian ake' meaning peace be with you. The Samburu believe in a god called *Nkai* - a distant creator who lives on top of mount Nyiro East of Lake Turkana. *Nkai* is the protector of the community against all calamities. Samburu are close cousins to Maa speaking communities in Laikipia, Jembs of Baringo, Kajiado, Narok, Kilgoris County and Northern part of Tanzania.

The Samburu language is similar to that of the Maasais, although Samburus usually speak with a faster tongue than Maasais. They are renowned for their traditional dancing of jumping high dressed in brightly coloured garment 'shukas', which they wrap loose around their bodies. They use traditional songs to inform the world about their culture, livestock and beautiful landscape. Cattle are an essential feature of the Samburu culture, especially because milk is an important part of the Samburu diet-a mixture of blood and milk. Traditionally, men are supposed to protect their villages and the livestock, whereas the women are tasked with looking after children and performing domestic duties such as cooking, fetching water and gathering firewood.

Tourist attractions in Samburu County include Samburu National Reserve, Shaba National Park, Buffalo Springs National Reserve, Malasso Community Eco-Tourism Conservancy (Losiolo Escarpment View

Point), Suguta Valley and Maralal National Reserve. Samburu National Reserve is situated along the Ewaso Ngiro River about 350km from Nairobi. The 165 Sq Km reserve is home to a thriving population of wildlife including elephants, cheetah, leopard, gerenuk, wild dogs and many other species. A variety of over 450 bird species are also found in this park. To the south of Samburu National Park is the 131Sq.Km Buffalo Springs National Reserve, an animal sanctuary that supports many rare species of wildlife including the endangered Grevy's zebra, Beisa oryx and the reticulated giraffe. Shaba National Reserve, also located to the south of Samburu National Park, supports a huge population of wildlife as well as over 350 bird species. The little known Maralal National Reserve situated in the heart of Samburu County is an ideal destination for wildlife viewing Safari. Some of the animals that can be spotted here include zebra, hyena, buffalo, leopard and eland.

The Samburu County government is committed now than ever to tackling insecurity and cattle rustling, creating jobs and employment opportunities for the youth. Efforts are put in place to boost the tourism industry by establishing more wildlife conservancies, engaging the young-unemployed people as rangers, and incorporating the youth in policing forest-cover. The county government is also developing livestock farming, establishing abattoirs, improving infrastructure and education, constructing early childhood development centres, constructing polytechnics, providing clean drinking water and medical services, equipping farmers with knowledge on drought resistant crops and modern farming methods and water harvesting.



IMPACT OF TECHNOLOGY ON WARFARE AND THE MEDIA



COL G M MUSYOKI

KENYA AIR FORCE

Advancement in technology has generally impacted on all spheres of human endeavours. In specific terms, technological advancement has impacted tremendously on warfare and the media, thereby affecting the relationship between military commanders and journalists. The media, in turn assumes greater importance in times of conflict because it potentially becomes a free and independent player. With the ability to influence both the conduct of hostilities, particularly through its impact on popular sentiment and the direction of government policy. It has the capacity to analyze critically not only government's objectives but also the military strategy being pursued. Among many factors that affect military – media functions in operations, technology is dominant.

Rapid advancement in weapon technology, avionics, microelectronics and computers have fielded more modern weapons and battle support systems thereby changing the dimension of 21st Century Warfare. Wars are now executed in rooms by the use of buttons and remote control mechanisms. Similarly, technological advancement has impacted tremendously on the media and its functions. The speed and reach of the international media nowadays is almost limitless. The capacity for independent assessment and reporting has been reinforced by an increasingly sophisticated modern means of communication. Furthermore,

information dissemination has been enhanced tremendously by the present global trend of press freedom and media independence.

Modern information technology including satellite communication, real time data transfer and Internet have rendered both the electronic and print media powerful. While the military arsenal contains the latest stealth and smart technology, journalist's arsenal contains lap-top computer, a satellite phone and a portable up-link, satellite dish the size of a large umbrella. Today, real time television, newspaper or news magazine pictures and stories can be quickly and simply transmitted down a telephone." This technology has improved the capacity of the media to disseminate information within and outside areas of military operations.

About three decades ago, one major limitations of the battlefield among others was the inability of the troops to concentrate maximum fire on target. This was due to the absence of sophisticated target acquisition systems. Today, the advancement in technology has impacted so much on warfare that modern battlefields are not easily demarcated. Image intensifiers and other night fighting aids have made the display of targets on screens seemed as if it is daylight. Indeed, technology has transformed modern warfare to a push button business, with various machines and concepts of delivering deadly weapons across international boundaries.

Furthermore, modern warfare has been shaped by new technologies in various areas such as weapons, communication and logistics. The use of sophisticated weapons, including command, control and computer systems have also added additional strains or eased the conduct of war today. As warfare becomes increasingly technology-driven, so also is the attendant problems of managing the complex battlefield. Greater information is required to direct and control forces in the theatre. Messages travel faster than one can imagine and this at times compromises the need to know. There is therefore the need for commanders to update themselves with new trends in the execution of modern warfare.

Technological advancement in the field

of mass communication has made the world a global village. Technology had given the media the enormous ability to bring graphic realities of conflict almost instantaneously into peoples' living room. Thus, battles can now be analyzed by everybody, not just the military and the politicians. Today the impact of the media on military operation has been enhanced considerably through technological advancement in media recording system. "Satellite transmissions of television, telephone and radio transmission of video are the major innovations."

Similarly, satellite borne voice and data systems and Remote Area Network Data (RAND) system allow both voice and data to be transmitted over standard high frequency radio. This system is capable of being linked into national and international circuits. This allows communications access to and coverage of the remotest part of the globe to which a journalist may be assigned. Other advances in compressed video signal and satellite technology now enable a sea borne transmission to be made from anywhere on the globe. The multibeam single antenna is capable of picking up signals simultaneously from up to 20 satellites. This enables the media to undertake live coverage of events from all parts of the earth.

The impact of technology on warfare and the media has necessitated close relationship between military commanders and the journalists covering conflict situations. In conflicts situations, the media plays a formidable role in intimating the society on the situation in the combat zone. The military in turn censors the media to ensure objectivity in its reporting. The interplay of the roles of the military and the media if not properly handled could breed tension and escalate conflicts. This is because war could have global implications. The two could work together to agree on the modalities for reporting events in the battlefield. Since media coverage cut through the spectrum of the society, objectivity in the reporting of events may enhance early resolution of conflicts. This is because the international community and the stakeholders would be better informed.

TRAFFIC CONGESTION MANAGEMENT WITHIN NAIROBI CITY



MS R S KURARU-CP

NATIONAL POLICE SERVICE - KENYA

It is in the public domain that there are several types of traffic and all of them need to be managed with a view of ensuring that there is free flow of traffic along the roads within the city. We have both vehicular and human traffic which largely are a major concern in any developing economy.

For the purpose of ensuring that the government of Kenya mitigates the traffic jam that appears to hinder the growth of our economy, it has ensured that its agencies which include the Kenya Police Service in its Traffic Department undertakes traffic management duties. Together with the enforcement officers drawn from Nairobi's County government, the two have been keen to address the city's traffic jam challenge. The roads network is well done from the engineering perspective making it easy to manage traffic jam. Naming of major roads has also assisted in identifying where an accident has occurred or a traffic snarl up for immediate action by Traffic Officers. It is the government's policy to have a seamless flow of traffic as studies have shown that people waste a lot of money while sitting on traffic jams, an aspect that translates to loss of millions of money on monthly basis and hence affecting our Gross Domestic Product (GDP).

Therefore, it is very important to understand the nature of our roads as well as the time when the traffic jam is at its peak. Research carried out has indicated that the rush hours in the City are between 6.30am to 9.00am and between 5.00pm to 7.00pm

on week days and on Saturdays from 9.30am to noon. Studies have also shown that, when very important persons are using our roads, the capital city being a global destination, challenges emerge since facilitating them to move to their preferred destinations is paramount. Thus, in order to achieve this position, it definitely leads to closure of some roads resulting to traffic jams.

Additionally, weather conditions affect the movement of vehicles. For instance, when it is rainy, the movement of vehicles is very slow and hence traffic jams are witnessed. Similarly, pedestrians will slow the movement of vehicles especially when they cross the roads at undesignated points, for instance where there are no foot bridges or zebra crossings. Some other unavoidable situations such as broken down motor vehicles cause traffic jams before the obstruction is cleared.

The fact that upgrading of the roads is a continuous undertaking means that at any given time and point there must be either a diversion or regulating of motorists during the period a given stretch is under construction. This is a situation that requires the presence of enforcement officers for the purpose of ensuring that there is free flow of traffic in spite of the long queues that eventually result.

In view of the above, the government of Kenya has prioritized the decongestion of the Nairobi City. It has ensured that it has introduced the surveillance of the movement of both vehicles and pedestrians

using technology in the name of Integrated Command Control Centre (IC3). For any country to grow and develop, it has no choice other than investing heavily in technology especially in this 21st Century where economy is globalized and hence our country is in the forefront to ensuring that its operations and policies are competitive by meeting the global standards. The deployment of the Surveillance Cameras is a government's strategy of ensuring that the City is policed electronically. This new approach is an international practice where technology is deployed for the purpose of making work easier as well as being a reduction of the workforce.

It has also become a practice that, traffic lights at all roundabouts and junctions are installed with synchronized traffic lights with a view to ensuring that the number of Police Officers manning these points is reduced. The Officers who will be offloaded from manning the said roundabouts and junctions will be deployed elsewhere, a strategy that will ultimately result to enhanced security within the city. Therefore, the government of Kenya has invested heavily in the infrastructural aspect as far as management of congestion is concerned in the city of Nairobi. We have seen the government partner with some globally leading firms for the purpose of ensuring that we attain the required international standards, and also implementing the key pillars of vision 2030 which is our National Vision.



ACHIEVING REGIONAL SECURITY



COLT N MUTISO

KENYA ARMY

Collective Security refers to a political and security arrangement in a region or globally. Member states in the system accept that their security is the concern of all, and therefore commit to a collective response to threats or breaches to peace. In theory and practice states, pledge to defend one another in order to deter aggression or to defeat transgressors to any member states. Collective security seeks to encompass the totality of states within a region or indeed globally, and to address a wide range of possible threats.

The idea of establishing a Pan-African military force dates back to the early 1960s when Kwame Nkrumah proposed the establishment of African High Command for the primary purpose of safeguarding the sovereignty and territorial integrity of newly independent African states. The proposed force would intervene in intra-state and inter-state conflicts in Africa. However, due to suspicion of its impact on states' sovereignty, the proposal was objected to by many African states. The continental military force, thus, was not realized during the age of the Organization of African Unity (OAU).

With the transformation of the OAU into African Union (AU) in 2003, the concept of an African Standby Force was revisited with the formulation of policy framework document on the establishment of the African Standby Force and the Military Staff Committee which was approved by heads of states in 2004. With the establishment of ASF, Eastern Africa leaders decided to establish a standby brigade named Eastern Brigade (EASTBRIG) in the region specifically

to deal with regional issues. By then the region had different Regional Economic Communities notably the East African Community and the Common Markets for Eastern and Southern Africa but neither of communities had the mandate of dealing with security issues. Owing to its level of involvement in the peace and security area and its inclusion of majority of states of the region, the task of organizing the brigade was assigned to the Inter-Governmental Authority for Development (IGAD). In 2007, EASTBRIG changed its name to Eastern Africa Standby Force (EASF). The member states of EASF are Burundi, Rwanda, Sudan, Kenya, Uganda, Djibouti, Somalia, Ethiopia, Seychelles and the Islands of Comoros.

EASF is composed of four components namely; Eastern Africa Standby Force Secretariat (EASFSEC), Force Headquarters (EASF Force HQ), Planning Element (PLANELM) and the Logistics base (LOGBASE). The EASFSEC serves as the executive secretariat for the organization. It was established in March 2007 and it is based in Karen, Nairobi Kenya. The Force HQ functions as the command headquarters for both preparation and operational command of the military arm of the multidimensional force. It is situated in Addis Ababa in Ethiopia and is co-located with the Standby Brigade Headquarters.

The Logistics Base functions as the central base for all logistic procedures of the Force - that is to maintain, store and manage the logistical infrastructure. It is composed of military and civilian staff seconded by the EASF Member States. The PLANELM is constituted as a "multi-national and multidimensional full-time planning headquarters. Based in Nairobi Kenya, the PLANELM's main function is to establish a Force that is capable of planning and preparing for Peace Support Operations.

In order to attain the requisite operational capability, EASF has conducted various types of training in different member countries for all its components namely: the civilian, military and the police components leading to attainment of the Initial Operating Capability by 2009. In 2008 the Force conducted an indoor Command Post Exercise in Nairobi, Kenya while in 2009 it held a Field Training Exercise in Djibouti. In 2010, the force conducted a Logistics Mapping Exercise in Addis Ababa, Ethiopia followed by a second Command Post Exercise in Khartoum,

Sudan in 2011. Many other command and field exercises have been conducted with the latest one being a Field Training Exercise code named Mashariki Salaam II held in Port Sudan in the Republic of Sudan. These exercises focus on possible scenarios that could emerge in the region thus challenging the force to come up with possible solutions. EASF attained its full operational capacity in 2015.

Since its inception in 2004, EASF has undertaken several conflict prevention activities in the region. These activities range from fact-finding missions, observer missions and military advice. Prior to the deployment of African Mission in Somalia in 2007, EASF sent a fact-finding mission to Somalia on the request of the AU to observe the situation and inform on the decision to deploy a Peacekeeping force. EASF has also worked as part of the United Nations Political Office for Somalia (UNPOS), which is mandated to prevent conflict in Somalia through facilitating negotiations between key political actors. In addition, EASF has played a key role in the AU Mission in Somalia (AMISOM) Peacekeeping operations to stabilize conflicts in the country. EASF has also conducted the force generation workshop involving its member states to increase the AMISOM's forces.

Moreover, EASF has assisted the AMISOM operations through providing Command and Staff officers. EASF, has to a very lesser degree, contributed to UN Peace Support Mission in South Sudan. EASF provided pre-deployment training for United Nations-African Union Mission in Darfur (UNAMID) in collaboration with other trainers. AU Mission in Sudan (AMIS) and UNAMID also received command and control assistances from EASF). Besides, some trained women police officers were also deployed from EASF to United Nations Mission in South Sudan (UNMIS).

EASF faces several challenges that hinder its institutional development. The process of developing and operationalizing the EASF has been a daunting task characterized by a multiplicity of interrelated challenges. Firstly, Eastern Africa lacks a clear hegemonic power unlike the case of West Africa and Southern Africa where Nigeria and South Africa are. Secondly, the region has experienced most tragic conflicts. Conflicts in the region, including interstate and intrastate conflicts, have detrimental effect on the development

of strong regional standby. Thirdly, despite the emergence of EASF as a regional peace and security architecture, IGAD and EAC continue to take their own actions in the same domain of peace and security. Therefore, there are three regional security organizations in Eastern Africa, namely the EAC, EASF and IGAD.

Fourthly, all member states of the EASF are not actively participating in the organization. Some member states resigned their membership to EASF. Tanzania, Madagascar and Mauritius have since become active in Southern Africa brigade. Eritrea is not also active in EASF due to its past unfriendly relations with some member states, principally Ethiopia. The breaking away of these states led to financial losses, military and other contributions hence a negative effect on the development of EASF. Fifthly, The EASF is operating with a weak legal basis. EASF only has the MoU and a Policy Framework. These documents are not binding among members and, hence, have relatively low legal basis. Due to the absence of binding legal document, EASF member states have little commitment to support the organization.

Therefore, despite extensive training to harmonize operational procedures among the EASF which comprises different troops from diverse member states and having participated in various on-going UN and AU missions, EASF has not participated in an intervention mission which is the most important task in its mandate. There have been three occasions where the member states within the region have been faced with serious threat to security but EASF did not take the chance to test its capability.

The first case was the power stand-off crisis in the Island of Comoros which climaxed in the period between 2007 and 2008. On March 25, 2008, military forces of the Union of the Comoros, supported by African Union (AU) troops from Tanzania, Sudan and Senegal intervened and defused the crisis. It was expected that the EASF would have taken the lead in this mission considering that Comoros is a member of the EASF. The second case was during the political crisis in Burundi in 2015 where the AU authorized a deployment of a 5,000 strong intervention force but it did not deploy as the Burundi government did not consent to the deployment, raising issues of the AU's resolve to execute Africa Stand by force's mandate. Again, Burundi falls within the EASF and despite EASF's achieving its full operational capability in 2014 it was unable to intervene in Burundi owing to issues of sovereignty. The third case was the crisis in South Sudan in early 2014 where the EASF showed lack of resolve to deploy, prompting Uganda to intervene alone to take care of its national interests and managed to momentarily stabilize the situation.

EASF is an important security arrangement that has capability to deal with conflicts within the region having attained full operational capability by 2014. The member states need to deal with the challenges facing the organization with a view to engaging it more proactively and robustly to respond to conflicts in the region. EASF member states need to revisit the issue of legal framework and the right to intervene as per EASF's mandate. If utilized well, EASF has the capability to not only deal with conflicts as they occur but more importantly to deter them from escalating.

THE IMPORTANCE OF COMMUNICATION/MASS MEDIA AND KENYA NATIONAL SECURITY

National Security, as a concept in the contemporary structure of a Nation State, is highly entwined with the facilitation of governance, which is the effective management of national affairs. A country at all levels of its functioning and execution, aims at maintaining the integrity of the nation and the security of its people. To achieve good governance, it becomes essential for the authorities to exercise political, economic and judicial procedures in a manner that ensures the people are given their freedom to fulfil their duties, and resolve their disputes as is allowed in the written constitution.

Kenya's national security means the protection of the lives, rights, dignity and property of citizens. It also means the protection of resources, cultural integrity, territory, sovereignty and lawful institutions of the country. The aim of national security is to secure the just and equitable living conditions for all the citizens of the country. Security includes the means at the disposal of the government for protecting the state and its citizens from external aggression and internal insurrection. The state exists for the



COLE P. LOPOKOIYIT
KENYA AIR FORCE

interest of defense, public safety and public morality. The freedom of expression and the press is an aspect of national security and it is necessary for a true democracy.

The freedom of expression and the press is crucial ingredient of democracy. The greatest challenge to the mass media in Kenya today is how to make itself relevant to the Kenyan society particularly where democracy is on trial, and national institutions are taking

shape. The press ought to tread wearily and exercise discretion if it is to preserve its freedom. In the light of this, National culture, religion, security and tradition should be treated with utmost care more as Kenya is a multi-ethnic state. It is in the light of this that the study discusses the role of the media in national security in Kenya.

The primary focus of the media is on issues that benefit the general public. The media has a responsibility to uphold fairness, justice, national unity and international cooperation. The traditional role of the media in any society is to inform, educate, entertain, publicize and most importantly correct the excesses in any society. The media is a means of communication that reaches or influences people widely. It has a significant place in the statecraft machinery especially in the age of information revolution. It is the source of information for a society regarding any issue, be it local, regional or global. People rely and even trust what is presented to them by the media. The media as the Fourth estate and watchdog of the society plays crucial role in national development. The media shapes the perceptions of government, and influences

public opinion, promotes democracy, good governance as well as influencing peoples' behaviour and support people-oriented policies. The media is a strong instrument for national sovereignty and is also referred to as the vanguard for political, economic and social development. As stated earlier, the dynamics of how media impacts on National Security varies from country to country and cannot be underestimated. In developed countries, the attention and support people give to issues is in direct proportion to the amount media coverage. American government has engaged in several wars with different countries, for example in (Gulf War 1991) Iraq, the media was embedded in the operation "Iraqi freedom war". This enabled a constant flow of breaking news report to both American and international audiences through television cable channels and their internet web sites. The integration of the media in the execution of the Iraqi war greatly influenced the opinion of the Americans. It is on record that the media coverage swayed options in favor of the American Government.

In carrying out the onerous reportage task, journalists face an inner dilemma that is evident as a conflict between professionalism and responsibility to report the truth no matter how it reflects on one's country. The main issue regarding National Security in media relation is the problem between secrecy and free society. This is not only peculiar to Kenya, for example in 2008, the government of the former Prime Minister of United Kingdom, David Cameron was reported to have classified Journalist as a threat to national security, treating and placing them routinely as terrorist and criminal hackers in its threat indices. However, in Kenya, the relationship between the media and security agencies is of mutual suspicion. In fact, the main issue regarding the National Security-media relation is the problem between Secrecy and Free Society. The media has had several issues with the Military, National Police Service (NPs) and the National Intelligence Security (NIS) over what the security agencies term "Official Secret" or "National Security Breach". Journalists have been invited for questioning just because certain key persons or Government Policies have been criticized by the media.

Security is part of public interest and a mass media professional must have a genuine interest in people. The primary focus of a mass media is on issues that benefit the general public and uphold fairness,

justice, national unity and international co-operation. The function of the press in any given society includes surveillance of the environment, correlation of the component of society in responding to the environment and transmission of the social heritage.

The media functions as watchdog capable of blowing the whistle to call attention to serious national issues. This implies a clear recognition of the fact that the media plays an important role on issues of National Security. The power of the media to decide what the people should read, see or hear has never been in doubt. What has been in the centre of controversy is the capacity of those in whose hands reside such enormous powers to use that power judiciously and in public interest. Media professionals have the options to use the power of media instruments in their hands either to serve the nation or indulge in self-propelled interest. The media ought to be objective as it carries out its functions.

Mainly because of its social role in informing and educating the masses the Kenyan press is always made to be seen at the centre of any National Crisis. This has caused the Kenyan media in some cases to

The traditional role of
the media in any society
is to inform, educate,
entertain, publicize
and perhaps most
importantly, correct the
excesses of society.

be reduced overtime to mere tools in the hands of the governing class to legitimize and perpetuate Governments interests. Such challenges/interests include issues such as civil service remunerations, Terms and conditions of service, job insecurity, at times supposed nepotism, exposure to hazards, inadequate facilities for research and development and so on.

The traditional role of the media in any society is to inform, educate, entertain, publicize and perhaps most importantly, correct the excesses of society. But unfortunately, the Kenyan media has not lived up to expectation in keeping to the path of honour. The media has not lived above nepotism, bribery or monetary inducement and blackmail. The media has in some cases

fallen under the influence of king makers, quota system, ethnic bias, religious bigotry. The media has over the years been colored, shaped or influenced by emotions, sentiments and other extraneous forces at work. This has made it difficult for the media to truly float its own programme and agenda.

Although politicians employ the newsmen to give them publicity, the newsmen are expected by the members of the public to do what is right. Indeed, the media is expected to play the watchdog role of the five 'W's' and 'H' i.e. what, who, where, when and how. The media is expected to keep the electorates abreast of events to ensure free and fair elections. However, the Kenyan media has not done well in political coverage because of political cleavages and by proprietorial inclinations. Sadly, the level of coverage given to a particular event by Kenyan media practitioners is determined by the amount of money channeled to a particular media by a sponsor. For instance, private media houses give more coverage to political parties that pay for adverts which make it difficult for media houses to divorce themselves from partisanship.

The Kenyan press is yet to grow in maturity. Issues that affects the general well-being of the people of the country but which can cause disaffection and disunity should be de-emphasized or played down. The reverse has been the case in many Kenyan publications wishing to make quick sales on the platform of sensationalism and journalist scoops. The media could serve as a threat to security by way of espionage, by which a nation, organization or individuals employ to procure information concerning the interest of another country to which they are not, by law entitled. The information sought pertains to the secret affairs of the target country in strategic areas including military, industries, politics, technology etc. for hostile purpose.

Thus, the Kenyan media and the Government needs to develop a common understanding of our core values and national interests, which focus around the preservation and strengthening of the core values of the nation and the understanding, pursuit and protection of these interests. Any dilution or violation of the core values enshrined in our preamble threatens Kenyan security. Comprehensive national development, compatible with the guiding principles of our Constitution and fundamental goals of our democratic Government strengthen broader national commitment and build adequate power to achieve national goals of security.

RADICALISATION OF YOUTHS INTO TERRORISM: AN ANALYSIS OF KENYA



MR T ANYIM

STATE DEPARTMENT FOR IMMIGRATION - KENYA

Radicalization refers to the process by which people are made more willing to consider new and different policies and ideas including social and cultural beliefs. It is also the process by which an individual or group adopts extreme political opinions and religious beliefs.

Radicalization is a preliminary step towards terrorism and involves indoctrination, brainwashing, isolation, extreme ideology, rejection of status quo, and denial of freedom of expression.

Radicalisation of young people and their recruitment to violent extremism or terrorism has been taking place in Kenya for some time. Religious extremists from the conflict prone Somalia recruit youths particularly from the bordering regions of North Eastern and Coast and parts of Nairobi. The recruiters are normally smuggled into the country through the porous borders that are poorly policed. The refugee camps of Dadaab and Kakuma have also been recruitment grounds for the Al Shabaab operatives

It has been observed that radicalization and recruitment in Kenya, target people with similar demographics and characteristics. Religion has been a significant factor preferred by recruiters. A recruit adheres to Islamic faith at the onset or has to convert to Islam before joining the terrorist group. The youth in most instances males, have been the target however a number of females have also been recruited by the Al Shabaab. Reports on the arrest of three females in

2015 while on the way to Somalia to join the Al Shabaab is an indication that females are recruited to serve as spouses for terror group members.

Youths are increasingly targeted by terrorist organization, due to vulnerabilities like poverty, ignorance and unemployment. Many of them, have become very susceptible to the offers of recruiters. Regardless of their religious affiliation or ethnic background, a number of young men living in the slums are often approached by al-Shabaab recruiters. However, the Garissa University attacks of 2015 in which one of the attackers was a University of Nairobi law student, suggested that the Al Shabaab and ISIL recruiters were also targeting well educated young men and women from rich families. The arrest of some medical students from North Eastern Region who had been planning an attack further confirmed that the Al-Shabaab was targeting educated youths for terror activities.

The escalation of terror attacks in Kenya and the continued recruitment drives by Al-Shabaab's agents arguably is connected to the involvement of the KDF in Somalia. It may be pointed out that the increase of the Al-Shabaab attacks involving Kenyan recruits began from 2011 when KDF intervened in Southern Somalia. However, it should be noted that Kenya was already a major area of recruitment for al-Shabaab long before the KDF crossed into Somalia in 2011. Kenyan fighters have been recruited from Garissa, Isiolo, the coastal regions and Nairobi's Eastleigh and even further. A number of the perpetrators of terrorist attacks in Kenya have been Kenyan citizens. These Kenyan born and bred terrorists assist al-Shabaab's leadership in organizing and carrying out attacks for example the recently witnessed Dusit D2 Complex attack. Given their citizenship, it is easier for them to cross from Somalia unnoticed into Kenya since they know it well and can easily melt into society, to evade arrest.

According to reports in the East African Standard newspaper of November 5, 2015, the Al-Shabaab, was actively engaged in recruiting Kenyan youths in retaliation to Kenya's involvement in Somalia. Such Kenyans are trained to fight within and

outside Somalia.

The process of radicalisation is intricate and remain at the basis of recruitment. It has been shown that the reasons for joining terrorist groups vary between social groups. Youths from poor neighbourhoods are attracted by the promise of money and material reward, others believe in the jihadist ideology, some have lost faith in dysfunctional politics and feel disillusioned, while others look for adventure.

With a slim chance of getting any education or jobs, young slum dwellers in Kenya are easy prey for terrorist recruiters from al-Shabaab and ISIS. It is incumbent upon political class to address the social development aspect of poor neighbourhoods and specifically target the youth.

Issues of ethnicity, religion, access to power, lack of social justice and protection as well as violation of human rights easily become intertwined in a manner that fuels tensions and threatens national security. Failure to build a cohesive state that has shared values and goals may lead to destabilization of the state. In addition, competition for power, impunity and corruption, lack of participation in governance by the marginalised groups, unequal distribution of resources and land, all add to feeling of discontentment by the people. This social fragmentation and constant aggressive competition for power between communities is causing people, particularly youth, to be disillusioned. In this kind of environment, it is easy to turn individuals against their fellow countrymen, as the continued recruitment of Kenyans by terrorist organisations sadly shows.

With a slim chance of getting any education or jobs, young slum dwellers in Kenya are easy prey for terrorist recruiters from al-Shabaab and ISIS.

ZIMBABWE PRESIDENTIAL AND HARMONISED ELECTIONS 2018



COL C P MUCHERO CSM, PSC, ZW
ZIMBABWE DEFENCE FORCE

General elections, were held in Zimbabwe on 30 July 2018 to elect the President and members of both houses of Parliament and local government. On 30 May 2018, President Emmerson Mnangagwa released a Government Gazette revealing that Zimbabwe was to hold its 2018 elections on 30 July 2018. According to the Constitution of Zimbabwe, the elections must be held before the official expiry date of the current parliamentary term, which was due to end on 21 August 2018.

In 2015, long-term President Robert Mugabe announced that he would run for another term in 2018, and was fronted as the ZANU–PF candidate despite the fact that he was 94 years by the time of the elections. Following the events of a military intervention in November 2017 and his deposition as leader of ZANU–PF, Mugabe resigned amidst parliamentary impeachment hearings on 21 November 2017. His successor, Emmerson Mnangagwa was chosen as the ZANU–PF candidate shortly after taking office. Morgan Tsvangirai, the long-time Zimbabwe opposition leader would have run in the elections but subsequently died on 14 February 2018. Nelson Chamisa replaced Tsvangirai as the MDC candidate. Other candidates included

Elton Mangoma, Joice Mujuru, Thokozani Khuphe to mention just a few who led breakaway factions of the MDC after falling out with Nelson Chamisa.

The Zimbabwe Electoral System

In any democracy, elections are held to ensure that people choose their leadership. Good governance therefore entails people involvement. Elections are held in most democratic countries and Zimbabwe is no exception. Anyone above the age of eighteen can register to vote as long as they are having full citizenship in Zimbabwe. Voting is by way of secret ballot. Political parties are allowed to campaign and any person can belong to a party of their choice. However, the Electoral Act (Chapter 2:30) is specific on the preparation, conduct and post-election guidelines. The article will not dwell much on the Act but pick on important aspects of the electoral system in Zimbabwe.

The two round system also commonly referred to as a runoff is used in Zimbabwe. The first round of elections if none of the candidates garner 50% plus of the total votes, a second round is called for. The runoff will be between two candidates with the largest number of votes. This system was used in Germany Weimar in 1925, and continues being used in other advanced jurisdictions such as Italy, Russia and Canada amongst others. African countries such as Ghana,

Egypt and Senegal amongst others use this system. In the 2008 elections in Zimbabwe, the then opposition leader, the late Morgan Tsvangirai won the elections but did not reach the 50% plus mark hence the country had to go for an election rerun.

Zimbabwe uses the first past the post (FPTP) principle when voting for the 210 members of National Assembly (MPs) meaning that the candidate with the highest number of votes is the winner of the seat. What is interesting is that when one votes for an MP he/she will be indirectly voting for any of the 60 Senators (plus 16 others are traditional Chiefs two from each province excluding Harare and Bulawayo metropolitan provinces who are elected by their peers plus Chairperson and Deputy of the Traditional Chiefs Council. Two other seats are reserved for people with disability which makes 80 members), 60 women seats and six provincial council members as well.

The Nomination Court seats at specified period after the proclamation of the date of the elections. Political party's candidates and independent candidates submit their papers including their curriculum vitae and police clearance that shows they have no criminal history. The Nomination Court has powers to disqualify an aspiring candidate. All the candidates that you will see on the ballot paper will have been vetted and qualified during the sitting of the Nominations Court. Any registered



E D Munangagwa



Nelson Chamisa

voter can inspect all the papers filed at the Nominations Court. Polling station

ZEC is the Constitutional body mandated with organizing and conducting national elections in Zimbabwe. It is formed in terms of Section 100B of the Constitution of Zimbabwe which provides for nine Commissioners who hold office for a term of six years. Current Chairperson is Justice Priscilla Chigumba (former High Court Judge) and Deputy Chairperson Mr. Emmanuel Magade (former Dean of Law at the University of Zimbabwe Law School). The body is also mandated to register voters. ZEC is mandated to provide voter education, register local and international election observers and journalists that cover elections. The Chairperson and staff of ZEC are expected to be apolitical and discharge their duties without fear or favor.

The Zimbabwe Presidential and Harmonised elections 2018 surprised many in Zimbabwe because of the number of presidential candidates. There were 26 registered candidates compared to less than 10 in the previous elections. This could be attributed to the former Robert Mugabe prolonged rule, everybody longed for a change. However, in the aftermath of his removal, many people saw an opportunity to contest the elections since the government had opened doors for democracy. Out of the 26 candidates, only 4 were female. It will take long before women find the political space level for them and Zimbabweans in general are yet to embrace female politicians. Prominent candidates included Emmerson Dambudzo Mnangagwa who went on to win the election. Nelson Chamisa emerged second. The results were quite interesting and indicated a tight contest between the two. The female candidates performed dismally despite the



Polling station

fact that women voters constitute a larger population than males. Dr Nkosana Moyo who served as a minister at one point also performed dismally together with former deputy minister Thokozani Khupe .

It is important to note that the elections were held in a free and fair environment. International observers were able to monitor elections as well as other regional and local bodies. Cde Emmerson Mnangagwa won the elections. It was interesting to note the popularity trends between the two candidates. Nelson Chamisa appealed to the urban populace whilst Cde Mnangagwa garnered more votes in the rural areas. Whilst ZEC was still in the process of consolidating votes for the elections, the MDC Alliance led by Nelson Chamisa went on to declare that they had won the election and would not accept any other results which would be to the contrary. This was a going a little overboard and this incited their supporters to go on to stage an illegal demonstration. The demonstration started peacefully but later on turned chaotic. The demonstrators started attacking other pedestrians demanding that they join them. They attacked motorists and proceeded towards the ZEC offices. The police tried to contain the situation but due to their limited manpower they asked for military backup. Innocent people were caught up in the ensuing fracas leading to loss of seven lives. Finally, Cde E D Mnangagwa was declared the winner for the Presidential elections.

The Chamisa led MDC Alliance went on social media to announce that they would challenge the election results which they later did. They submitted a constitutional court challenge seeking the court to nullify the results and order a rerun. It was interesting that in their application they were not challenging that Comrade Mnangagwa won the elections but were citing irregularities within the V11 forms which contained information on the number of voters per each polling station. Their argument was that numbers were not tallying. It was a battle of the crème de la crème of Zimbabwe's legal minds. The court proceedings were screened live on television and made news in the international media. Young lawyers representing both the MDC Alliance and ZANU PF exhibited great skill and diligence in their research. The



Koffi Annan and other observers

MDC Alliance lost the court challenge due to lack of evidence to support their claims and Comrade Mnangagwa was declared winner and went on to be inaugurated as the President on 26 August 2018.

Koffi Annan and other observers

The elections were historic in Zimbabwe because they were the first to have the highest number of Presidential Candidates (26). Ever since Zimbabwe got independent in 1980, these were the first election without Mr Robert Mugabe running as a candidate. They were also the first elections to be contested by more women as aspiring Presidents. The only woman to have contested the election as a presidential candidate was Margret Dongo back in the 90's. It was also the first time that the Constitutional Court sat to determine an application to set aside results of a Presidential election. Of importance is the fact that the elections were free and fair and people managed to express their will in choosing their President. Sub regional, regional and international observers endorsed the Election which was however dented by post-election violence on 01 August 2018.

It is important to note that the elections were held in a free and fair environment. International observers were able to monitor elections as well as other regional and local bodies.

TOURISM AND ITS IMPACT ON NATIONAL SECURITY IN TANZANIA



COL C C MZENA

TANZANIA PEOPLES' DEFENCE FORCE

Tourism may be viewed as activities involving personal travelling to places outside usual environment for continuous duration not exceeding a year for leisure, business and other purposes. Tourism also is, in essence, sensual, emotional and driven by desire for adventure. According to social literatures there are various criteria used to characterise tourism. Such include tourist characteristics (income and lifestyle), tour characteristics (duration and number of countries to visit), organisation mode (individual or packaged tour), types of facilities used (transport and accommodation) and motivation of trip (business, vacation, visit or pilgrimage). UN article on Tourism of 1994 points out that, there are three classification or forms of tourism; domestic tourism which involves residence of a given country travelling only within their country; in bound tourism, where non – residents travel in a given country and outbound tourism where residents of one country travelling to another county..

In Tanzania, soon after economic liberalization emanating from the World Bank's Structural Adjustment Program, the government prioritized private investment (local and foreign) as the engine for economic growth. In line with the new dispensation, the government gradually pulled out of the productive and commercial activities in order to concentrate on its traditional role of governance which entails among many other aspects the regulation, facilitation, and control the industry.

The government, through the ministry responsible for tourism ministry, coordinates the implementation of articulated tourism sectoral development entailing policy issues, strategies and plan of action. The tourism industry is run by private airlines, tour operators, travel agency and private investors. The industry is also supported by the public and civil societies, though their role in sustainable development have sometimes been overlooked.

Tanzania offers a wide range of tourist products. The strength of Tanzania tourism product lies in the abundance, diversity, reliability, and visibility of wildlife and beaches. The flora and fauna of Tanzania includes conserved environment, spectacular landscape and beautiful scenery. Other features include water bodies, beaches, authenticity and unique Africa experience (culture diversity) and friendly people in a very safe surrounding. Despite these attractions, for many years, the country economy is heavily dependent on wildlife tourism until very recently. However the need to diversify has received support by both the public and private sectors.

Tourism management is predominantly concerned with design, operation and control of organizational resources requisite customers' satisfaction. It focuses on managing the operation on day to day basis and to ensure long term sustainability. Tourism management in Tanzania can be categorized into different strategies which must act simultaneously to bring about the

desired outcome. The strategies are initiatives for the industry entail monitoring, technology and compliance mechanism. Tanzania is endowed with natural wealth, in all parts of the country but the flora and fauna remain underexploited. Although the potential is there, not all areas can be developed in the foreseeable future because of problems of inadequate access, poor infrastructure and lack of utilities. Despite these drawbacks, tourism is currently one of the leading economic sectors in Tanzania and has unlimited potential to contribute even more to the development of the country.

Though we look at the tourism sector as one of the potential sources of income to the nation, it is also important to view it in terms how it can negatively impact on national security? The government had stationed its multi sectoral security agency at all entry points to the country. These officers responsible for safeguarding the interest of the nation should make sure no visitor jeopardises national security either by bringing in prohibited items like narcotics, or entering the country with dangerous virus such as Ebola or Zika are not allowed entrance. If these personnel do not perform their duties well, visitors could be source of insecurity. In order to make the industry contribute more to the growth of national economy, there is a need to make sure that there is a strong relationship or partnership between the tourism trinity (ie public, private sector and civil societies). This is good for peace and national security and sustainability.



THE FIRST FRUIT IN THE FAMILY



COL J K KORIR
KENYA ARMY

The journey to my destiny began even before I was born. We are brought into this world to fulfill a specific purpose that God has destined for us because He knew us even before we were conceived. In the Old Testament, God tells Jeremiah that before I formed you in the womb I knew you before you were born I set you apart; I appointed you as a prophet to the nations (Jeremiah 1: 5). I am the first born in a family of seven, therefore the responsibilities of the first born was borne upon my shoulders from the first day. As the firstborn, my siblings look out to me as their role model, therefore my standards have to be high and this is the challenge faced by many who are in the same position. Parents demand a lot from the first born unlike the other children who are favored and may at times not bare any responsibility in the family. My birth name is Kiprotich ('Kipro' -coming home of 'tich' -cows) which literally means I was born in the evening when cows were returning home from grazing. Customarily I should have been named after one of my late ancestors which meant inheriting that spirit but I was lucky I was not, since my mother was a Christian. It normally involves calling out the names of dead relatives until the child sneezes signifying acceptance of the dead relative's spirit. Ironically this was a way of binding one with evil spirits because in the Kalenjin Community the ceremony was called *kureneta oik* which actually means summoning the evil spirits.

Symbolically, the first born is like the first fruit in the family and therefore as we are required to bring into the house of the Lord the first fruits of our harvest, the first born should be dedicated to serve the Lord.

I was introduced into Sunday school and therefore grew up going to church when I was very young. I remember I used to get "saved" every Sunday when at the end of the lessons the Sunday school teacher asked us who wanted to get saved then I would always raise my hand until one day she told me that I was already saved. I was young by then and did not even understand the purpose. I don't remember much about my childhood except that I used to attend church service every Sunday under the guidance of my mother who was a staunch Christian. There also used to be house fellowships on Saturdays which we used to attend. But I must confess that all this time I never experienced the true salvation – I was just a good church goer. However, I really thank God for my mother who made sure that I attended the church all that time and for her numerous prayers for our family. Parents can shape the future of their children by laying a strong foundation.

My father was a middle class Civil Servant and therefore we used to reside in Kisumu town which is Kenya's third largest town. The lifestyle in town is different from that in the village. In town, most of the traditional practices were not observed, therefore my mother taught us values and virtues based on Christian foundation. Infact I was subject to her since children spent most of the time with the mother. I was raised up a very humble, obedient and disciplined boy and at no time did I ever question or refuse to do what my parents asked me to. In my entire juvenile period, my parents were alpha and omega! Whatever I was told was like law and had to abide. I never had an opportunity to grow in the village whereby a child belongs to the clan and the community. So I did not have any external influence (from my extended family). My exposure to our culture therefore began the day I travelled and arrived in village with my father. I was left in the hands of my grandparents as I was required to prepare for the great day-the day of my circumcision - since my father had to go back to work in the town.

I come from the Kipsigis tribe which is a branch of the larger Kalenjin community. In my culture, a boy has to be circumcised to take up varied responsibilities as a man which includes marriage. Kipsigis men undergo circumcision at about 14 years of age. Afterwards, the boys live in a seclusion "menjo" near a forest or away from the main community while they heal. The boys are allowed to venture out into the forest for hunting. It is at this point in time that they

master the use of these weapons of traditional warfare. They are also made to take vows that bind them to their age set and community. In the Kalenjin Community, the covenant was seen as the foundation for a community. Each of the individuals that make up that community is responsible for abiding by its provisions. The blessings of abiding by the covenant are both individual and communal. While the penalty for breaking the covenant are potentially communal, it usually falls upon the individual involved, because the community is bound to forcibly reject him.

After being circumcised, my life took a different turn. I was no longer that young, humble child that I was before. I was now a man, meant to protect and defend the community and I was referred to as a *murenik* (protector) or warrior. In my culture I was no longer allowed to do some chores that were generally relegated to the ladies. Our customs clearly separate roles that men and women can do, therefore those roles that young boys perform and are considered for women ceases immediately a boy is initiated. Before I was initiated into manhood, my mother used to make me do house chores like, sweeping, cleaning utensils, cooking tea, washing clothes for my siblings. As a first born, one is bound to do a lot of house chores even as a boy. This in a way made us develop a bond based on respect and understanding and also brought us very close like a son and mother. It however, did not prepare me for my future role as a man which I would have learnt if I were in the village, where boys go out to the field to look after cows and goats. While in the field they play a lot and hunt wild animals. My initial lifestyle therefore worked against me when in seclusion, because my relatives considered me a softie (somebody weak) because of my background and therefore gave me very hard tasks compared to my fellow initiates in order to harden me. The entire period of seclusion to me therefore was like the period of oppression and persecution. My father visited only twice before I finished, therefore I was left in the hands of my relatives. I was required by culture to be brave and face the challenges as a man or risk shame on my name, my father's and my clan! This changed my perspective of life and I became a strong and bold person. When I now analyze what was happening, the picture unfolding is like that of a lamb taken out into the bush and left to fend for itself in an environment full of hungry hounds.

THE COCONUT/PALM TREE AT THE COASTAL STRIP OF KENYA

The coconut palm tree could be considered indigenous over a very large area at the Kenyan coastal strip. Since my prime days growing up as a child at the coast apart from the tall wide mango and baobab trees, the coconut palm tree is all I knew about trees. The tree is revered at the coast by the various 'indigenous' population.

The first written reference to the coconut palm in East Africa is thought to be in the "Periplus of the Erythraean Sea," written about A.D. 60. The Periplus mentioned that the town of Rhapta, believed to have been located somewhere on the coast of present day Tanzania, traded in coconuts. Thus the coconut tree existed for many generations.

The coconut tree has many values and benefits to the coastal people. In fact, none of the parts of the tree is wasted. Each part has some use.

The coconut fruit is huge and oval shaped, covered with a hard husk. Inside the husk is the coconut shell, further the white flesh part can be consumed raw. Within the white fleshy part the coconut juice is contained. The juice is consumed throughout the humid tropics at the coastal areas in Mombasa, Malindi, Kilifi. Tourists visiting the coastal area find the water refreshing. The mature fruits have significantly less liquid than



A.H. JILLO

MINISTRY OF INTERIOR AND COORDINATION OF
NATIONAL GOVERNMENT

immature coconut fruits. The immature fruit is known as 'Madafu' while the mature fruit is known as 'Nazi' in Swahili language. The coconut water or juice is said to have some potent value for men, it increases libido, that is why it is consumed in plenty. While the coconut water can be fermented to produce coconut vinegar or tapped from the fruit while the fruit is still attached from the coconut tree itself, fermented to produce the coconut traditional brew known as 'mnazi'.

Coconut milk/cream is obtained primarily by extracting juice by pressing the grated coconut white fleshy part inside the coconut

kernel. Once the coconut fruit is harvested from the tree, the husk is removed using an iron bar, the whole shell is thus broken into two pieces thereby exposing the white fleshy part. This white part is skillfully grated by a traditional grater known as "mbuzi". The grated coconut is thus pressed with a traditional presser that has been woven from coconut leaves/reeds called the 'kifumbi' the coconut milk is used for preparing meals like coconut rice, coconut source to spread on fish. Coconut chutney and many more. The extracts also have some aromatic benefits too. The milk can be used to produce virgin coconut oil by controlled heating and removal of the oil. A protein-rich powder can be processed from coconut milk for preservation for future use.

The grated coconut can be used to prepare snacks for children. The grated coconut is mixed with aromatic spices flavored with natural food colors cooked in sugar syrup to produce snacks. Snacks like *ladu*, *kashata* are a delicacy for the young at heart and children at the coastal strip.

As indicated earlier there's nothing from the coconut tree that goes to waste. Remember the grated coconut pressed to produce the coconut milk? The residue is thus dried out in the sun, this dried residue is used to clean traditional mats by rubbing



smoothly on the old mats, and it makes the mats glow clean. The outer covering that was earlier peeled thus uncovering the inner shell, the husk has been traditionally used as a dish scourer; known as ndifu in the coastal local language. It serves better with ash to clean cooking pots. The hard shell/ kernel has for many years used as a source of firewood or used as soap dish, fixed with a wooden stick to serve as a ladle. The shell also is used to make ornaments for women like armlet's, earrings, necklace, hairclips and even toys for children.

Do you know the reason for long and shining hair of women in tropical coastal regions? Yes, you guessed right it is coconut oil. Women in tropical coastal regions of Kenya use this oil for their hair almost daily. This oil helps in a healthy growth of your hair and gives a shine to those strands. It is also highly effective in reducing protein loss. I can remember my grandmother admonishing us not to use any kind other than the coconut oil. Even at old age her hair was strong long and healthy. This is the reason why it is used as a hair care oil, and in the manufacturing of various conditioners and dandruff relief creams. It's the best variety for healthy hair because it's organic and chemical free and does not dry up to dandruff. I can remember traditionally we used to add some flowers petals like jasmine and 'lua' extracts to the coconut oil for aroma.

Pure cold-pressed organic coconut oil is an excellent massage oil that acts as an effective moisturizer for all types of skin. There is no chance of having any adverse side effects on the skin from the application of this oil. Therefore, it has been safely used for thousands of years for preventing dryness and flaking of skin. Yes, thousands of years! Coconut oil usage could be considered a recent fad, but it has been

around for ages. It also helps in treating various skin problems including dermatitis and eczema and other skin infections. It's for this reason, coconut oil forms the base ingredient of various body care products like soaps, lotions, and creams that are used for skin care. Furthermore, it also delays the appearance of wrinkles and sagging of skin, which normally accompany aging. The credit to this benefit goes to its well-known antioxidant properties.

Apart from the massage property indicated earlier, pure coconut oil is known for its aromatherapy. It is very soothing and helps remove stress. Applying it to the head, followed by a gentle massage, helps eliminate mental fatigue. According to research, virgin coconut oil gives relief from stress. It is coconut oil that is used to massage babies and toddlers on a daily basis. My grandmother was fond of massaging my baby with coconut oil whenever she perceived signs of stress; in fact it soothed the baby into deep sleep and later on into a very play full one. Two to three drops of coconut oil was dropped into the ears of infants and within hours all the dirt is cleared from the baby's ears and thereby soothing babies from stress too.

The same oil mix well with herbal extracts when mixed into it. It is easily absorbed through the skin's pores and thus is used as a carrier oil for medicinal value. Furthermore, being one of the most stable oils, it doesn't go sour nor does it let the other oils, herbal extracts, or medicines spoil inside of it. It does not alter the properties of the oils and herbs mixed with it. It also protects the herbs and oils from microbial or fungal interactions. Coconut cost is low enough to make it affordable as a carrier oil.

Furniture

The stem of the coconut oil serves as a source of timber. In the present day the coastal people have discovered its properties. Furniture and other wood carvings made from coconut timber is very beautiful and therapeutic to the eyes. The wood is not easily attacked by insects.

The long leaves are sown together for roofing. Roof tops from the leaves is known as 'makuti' in Swahili is attractive and homes are cool from the hot and humid air a characteristic feature of the tropics. The same leaves are tactfully woven to produce mats, hats, hand fan and even toys. The sticks from the leaves are stuck together to make brooms for cleaning.

The list is endless. The coconut tree has a lot of uses and so far in my life I have never known of any negative effects from the use of any product from the coconut tree. Unless the palm wine, of which it is recommended to consume in moderation just like any other wine.

With all these benefits, it is sad to realize how urbanization has threatened the existence of the coconut tree. The Vast land that was covered with coconut trees at the coastal strip have been cleared and instead houses and industries have sprouted. The cool breeze at the coast is no more. There is need for the adoption of an affirmative action to ensure massive planting of the coconut tree is done at the coast. I think the government should gazette public land to ensure once again the forest of coconut trees is preserved. The benefits of the tree outweighs the urbanization process. The effects of climate change are here with us. The effects of the scorching sun at the beach is evident with the rise of skin cancer therefore action is required now and not later. Just like the famous slogan "Kama si sasa basi ni sasa hivi"



THE MACHINGA OF TANZANIA

The term 'Machinga' is not new to Tanzanian citizens. It refers to small businesspersons who move with their commodities for sale either in hand, bicycle or wheel barrow. The term emanates from two words "marching" and "guy" where 'marching' implies walking while 'guy' means person, then was shortened to 'Machinga'.

During 1980s, the economic system in Tanzania changed from socialist and self-reliance to a capitalist economy in response to the pull forces of the international system. At the time, most African countries introduced free trade, opened borders, liberalized their economy and removed restrictions on importation of goods and services from abroad. This liberalization of the economy contributed to the collapse of local industries, since imported goods were cheaper than locally produced goods. In particular, the importation of second hand clothes killed the collapse of the local textile industries. The collapse of local industries contributed to an increase in unemployment; the government could not afford to provide employment to all of its citizens who were laid off. To muddle through the situation, the unemployed in town plus those migrating to town from rural areas hustled for other sources of income with most opting to establish small enterprises. In order to get an edge over established shopkeepers, the 'Machinga' went for the customers within the streets and residential areas. It is therefore indisputable that as a result of globalization of the economy, the 'Machinga' of Tanzania emerged.

The free imports, including second-hand clothes, have opened new economic opportunities for the urban poor and revitalized the small-scale commercial sector. Machinga are the street traders and hawkers selling these imported goods. The exact number of street traders across all districts of Dar es Salaam is unknown. However according to Lyons and Msoka (2010: 1082) it estimate the number to range between 700,000 in 2008 and over one million traders in 2014 (Mramba 2015a: 120). Although it is impossible to verify those numbers, in a city of 4.5 million residents (United Republic of Tanzania 2013), this means that around 15-20 per cent of the population depend on street trade for an income for themselves and their families, even when considering that actual residence numbers might be much higher than in the official census. Despite street traders' decade-long presence in the city, their work falls outside the boundaries of existing laws and regulations, as it is not covered by either commercial or labour laws. While the constitution guarantees the right to work, it do not specify whether this includes the operation of small-scale, unregistered business in lieu of other income opportunities.

Human security is a right for all individuals; the pursuit of economic security has primarily driven an upsurge of the 'Machinga'. The Commission on Human Security defines Human Security as the need to protect the vital core of all human lives in ways that enhance human freedoms and human fulfillment. In order to achieve



COL P N SONGEA
TANZANIA PEOPLES' DEFENCE FORCE

human fulfillment, the economic security takes precedence since it provides the basics for survival. Economic security or financial security is viewed as the condition of having stable income or other resources to secure the current and future living standards. It includes likely solvency, predictability of future cash flow for an individual or economic entity. Some of the unemployed have to create means to self-employment. Since there is no agricultural land available within the precincts of most towns and cities, one of the alternatives for most individuals is venturing in small-scale business. The starting capital for 'Machinga' is around Tanzania shillings 20,000/= which is equivalent to ten (10) US Dollar.

For many years the 'Machinga' primarily engaged in the selling of second-hand clothes, they have now diversified to other goods like household stuff such as utensils amongst others, majority of the products are now new. The 'Machinga' are now partnering with wholesale shops who provide trusted 'Machinga' with goods on credit, they pay after sale. More often than not, the wholesalers and the 'Machinga' have informal agreements. This sector continues to grow in Tanzania, it is credited with providing employment to many people in urban areas, the trend is now moving to the rural areas.

It is appreciated that this informal sector has largely contributed in the reducing of crime. It is also credited with providing employment to over 20% of otherwise unemployed youths who ordinarily may have engaged in illegal business like drug trafficking, joining terrorist groups, amongst other crimes. In this era of globalization that is characterized by interconnectedness and free exchange of information, it is easy for youth and the unemployed to be manipulated into acts that would jeopardize the security of the country and the region.

Globalization increases interdependence of countries; interconnectedness and regional integration has increased the free movement of capital, goods and labour. Due to the level of development and the gap between developed and developing countries, developing countries will continue to face unemployment problem, therefore, there is need to ensure that the youths are equipped with the requisite knowledge and provided with access to finance/capital to establish and develop small scale enterprises. Such strategies will enhance their financial security and therefore discourage them from being easily manipulated to join illegal groups, and on the most part be patriotic to their people and countries. The initiative that Tanzania government has taken to register all 'Machinga' with the aim of having their status recognized formally while establishing proper work areas for them is a step towards ensuring the youth are utilized well since they are the main energetic group in any society. It is imperative that every society, including the private sector working towards solving the growing youth bulge challenge to ensure that instead of the youth being regarded as a liability, they be seen as capital; this will make the whole society secure.

PICTURE SPEAK



1



2



3



4



5



6

1. Head of delegation team Congo, Brig Buluma, exchanging gifts with Congolese Military Chief.
2. Kenyas' Auditor General, Mr. Edward Ouko receiving a present after lecture of opportunity.
3. Cse. 21 - 2018/2019, participants during the Course official opening ceremony.
4. Cutting of the cake during Ugandas' Independence Day.
5. Visit to the Two Rivers by Allied Participants on social outing.
6. Participants orientation tour of USIU Library.

PICTURE SPEAK



1. A visit to Children's home by Course 21 participants.
2. Course 21 participants during sports.
- 3 - 6. Course 21 participants during Cultural Day.

PICTURE SPEAK



1



2



3



4



5



6

1. Team A visit to Ghana Ministry of Foreign Affairs on 05 Dec 18.
2. Team A visit to Akosombo Hydroelectric Project - Ghana on 07 Dec 18.
3. Comdt NDC-Kenya inspecting Half Guard Mounted by Ghana Air Force during courtesy call at Ghana Armed Forces HQ on 03 Dec 18.
4. Team A visit to Gede Ruins - Watamu on 26 Nov 18.
5. Team Algeria at the shores of Mediterranean, Tipasa the ancient Algerian fort.
6. Pick head of delegation TEAM BOTSWANA Brig Waweru exchanging gifts with Botswana Ministry of Defence official.

SOCIAL ECONOMIC IMPACT OF IEDS IN KENYA



MR E K LAGAT

NATIONAL POLICE SERVICE - KENYA

Introduction

Improvised Explosive Devices (IEDs) are the most used yet least understood tool of today's terrorism worldwide. Tens of thousands of civilians are killed and injured every year by explosive weapons, such as Mortars, artillery shells and improvised explosive devices used by non-State armed groups. According to bomb experts in the Kenya Army Corps of Engineers, an IED has four components including a firing system, such as a mobile phone or two parallel metals, a power source, such as battery or any electrical charge, initiators, which is a small but highly sensitive explosive and the main charge which is mainly an explosive material like bomb, fuel, metal or chemicals.

IEDs can be remote detonated. Such are triggered using a remote control or a mobile phone. Military bomb experts believe that some of the explosions that have been seen in the country are of this type. IEDs can also be packed into vehicles which are then rammed into targets to explode. They can be carried by suicide bombers when they strap them in jackets around their torso. Once they reach their target, they set off the bomb by pulling on a trigger usually held in their hands. They can also be made from military grade ordinance such as grenades, mortar bombs and projectile. Time based IEDs explode at a certain time in order to achieve maximum impact.

Vehicle borne IEDs have also been found in Kenya. The Mombasa and the recent Merti VBIED are true examples of these types of

bombs. Larger vehicles enable larger amounts of explosive that can be used, resulting in a greater effect. Functioning of these devices can vary within the same methods as the package types and can have the same common characteristics or indicators as other IEDs. VBIEDs have increasingly used larger amounts of explosives, and the explosive charge has ranged anywhere from 100lbs to well over 1000 pounds. The explosive charge has included items such as mortar rounds, rocket motors, rocket warheads, TNT explosives, and artillery rounds.

Definition of terms

1. Improvised Explosive Device (IEDs);

An improvised explosive device (IED) is a homemade bomb designed to kill, injure and incapacitate people. They consist of conventional military ammunition or bombs but are normally designed from non-military components.

2. Vehicle Borne Improvised Explosive Devices (VBIED);

Vehicle borne IEDs (VBIEDs) are devices that use a vehicle as the package or container of the device. These IEDs come in all shapes, colors, and sizes which vary by the type of vehicles available, small sedans to large cargo trucks.

Socio-economic impacts of IEDs

The extent of damage caused by an IED depends on its size, construction, and placement, and whether it incorporates a high explosive or propellant. Vehicle bombs, also known as vehicle-borne IEDs, can carry significantly more explosive material, and therefore do more damage. The following are some of the socio-economic impact of IEDs in Kenya.

1. Damage to structures and to Infrastructure

An explosion in or near a building or public transportation venue may blow out windows; destroy walls; and shut down building systems such as power, ventilation, fire suppression, water/sewage, and others. Exit routes may be disrupted or destroyed, and smoke and dust may travel upward through stair-ways and elevator shafts, making navigation difficult. Building failure may result in the release of

hazardous materials used within a building, such as radioactive material from medical devices, or incorporated within the structure of a building, such as asbestos insulation. An IED attack may cause disruptions in municipal services such as electricity, water, communications, and transportation, which may continue for days to weeks after the attack. The explosion of a bomb can cause secondary explosions if gasoline, natural gas, or other flammable material is ignited. Secondary hazards that result can include fire with possibly toxic smoke, disruption of electric power, ruptured natural gas lines and water mains, and debris. There can be loss of traffic control in the area of the blast with possible traffic accidents involving fleeing citizens.

2. Health Effects

Explosions create a high-pressure blast that sends debris flying and lifts people off the ground. The type of injuries and the number of people hurt will vary depending on: the physical environment and the size of the blast; the amount of shielding between victims and the blast; fires, or structural damage that result from the explosion; and whether the explosion occurs in a closed space or an open area. Injuries common to explosions include: Overpressure damage to the lungs, ears, abdomen, and other pressure-sensitive organs. Blast lung injury, a condition caused by the extreme pressure of an explosion, is the leading cause of illness and death for initial survivors of an explosion. Fragmentation injuries caused by projectiles thrown by the blast material from the bomb, shrapnel, or flying debris that penetrates the body and causes damage. Impact injuries caused when the blast throws a victim into another object, i.e. fractures, amputation, and trauma to the head and neck. Thermal injuries caused by burns to the skin, mouth, sinus, and lungs. Other injuries including exposure to toxic substances crush injuries, and aggravation of pre-existing conditions such as asthma, congestive heart failure, etc. Some health effects caused by IEDs, including eye injuries and abdominal injuries, may not be apparent initially, but can cause symptoms and even fatalities hours to months after the event. Psychological effects in attack survivors, first responders, and others are not



unusual in the after-math of a high-casualty event. While most symptoms diminish with time, in some cases assistance and guidance from mental health professionals may be required.

3. Damaging the Tourism Sector

Tourism, one of the foundation blocks of Kenya's economy, constitutes 25% of the Gross Domestic Product (GDP) and has been adversely affected by the repercussions of explosions and bombings. Tourism has been one of the leading industries as well as a major contributor towards the countries' economy (Gitu, 2003). Kenya has relied heavily on international tourists in the past. The influx of tourist in this country can be estimated to over 500,000 visitors each year. Europe and the United States of America (USA) represent Kenya's traveller generating region with 70% of the market being Europeans such as Switzerland, Italy, Belgium France and Britain account for the bulk of tourists. In addition, visitors come from Japan, Asia, Scandinavia, and other African countries. Following acts of terrorism, such as the bombing of the United States embassy in Nairobi, the capital city of Kenya; the bombing of Paradise beach hotel in Mombasa, a major city; consequently, the tourism industry has suffered a great blow. While the government has taken several preventive measures, it is still necessary for the Kenya Tourism Board to develop a crisis management strategy in order to reduce the aftermath of such horrendous acts in the future (Redfern, 2003). Following these acts of bombing, and due to imminent terror alerts from intelligence, Western governments, led

by the United States, Britain and a number of European countries have been issuing travel advisories to all their citizens against traveling to Kenya. This has triggered fears in the hospitality industry, with tourism suffering a setback due to a drop in the number of incoming tourists. Kenya has suffered a decrease in tourist arrivals. This has had a ripple effect on all sectors of the industry. The cancellation of leisure trips and business conferences are rapidly on the rise. Kenya's reputation has plummeted and this lead to the loss of its competitive value. Tourism used to cater for the employment of 500, 000 Kenyans ranging from tour operators, tour guides, travel agencies, safari driver, dancers, hoteliers, restaurateurs, small business operators to airport and airline personnel. Subsequently due to constant threat of bombing and explosions, there has been a significant increase in unemployment as many Kenyans lose their jobs since tourists have declined.

4. Disintegration of Societies

Bombing and explosions poses serious law and order problems and leads to disintegration of the society. This has increased the level of mistrust. Efforts such as "NyumbaKumi" and community policing have not produced tangible results due to this disintegration. Police have been recovering explosives and other explosive materials in Eastleigh, Garissa and Mandera, where the Somali community has always been criticized for being in the wrong since most of these explosive recoveries have always been found in their environs. The result is a fearful, disintegrated society in which no one

fully trusts his neighbor, brother or son. Also, some countries have been blamed to support terrorism. Other countries regard others as insecure and hotbed for terrorism. Terrorism has changed the landscape of global politics to that of mistrust and accusations. In Kenya, some terrorism activities have been linked to politicians and have been used on political platforms to shift public view.

Conclusion

It is equally important to look to political and social history to understand why Kenya, not Tanzania for example, is being used as a base for Islamic extremists. Kenya's history of aligning itself with the US and Israeli interests also explains the frequency of bombing attacks on its soil and the ostensible disregard for Kenyan life. Kenyans have been commonly categorized as the innocent, unfortunate bystanders in the war waged by Islamic militants on US interests. Popular wisdom will suggest that poverty, weak borders, corruption, inept police and rising disillusionment among young Islamists have made Kenya and other African nation's easy targets and potential havens for global terrorists. It is difficult to refute any of these arguments; however, any understanding of bombing and terrorist attacks on Kenyan soil must put the events in their correct historical context. Kenya foreign policy strategists must calculate the political, economic and security costs of certain policy positions especially given the religious and cultural heterogeneity of the country. The final foreign policy decisions must be in line with the most favorable long-term interests of the country.

ENVIRONMENTAL DEGRADATION: CAUSES, EFFECTS AND REMEDY IN KENYA



MR A C SOI
KENYA FOREST SERVICE

Introduction

Environment is described as the interaction of biotic and abiotic living and non (living things respectively) factors together with their surroundings as well as atmosphere. Elements of surroundings are given air, water and land. Fresh environment provides quality and quantity water that sustains all living things, regulate unpolluted air and conserve land fertility, which sustained the life flora and fauna. Plants are part of the living things that exist in the environment.

Environmental degradation is the corrosion of the surroundings and the depletion of natural resources such as air, water, land, destruction of wildlife habitat, loss of biodiversity for both plant and animals and the pollution the some of the consequences of environmental degradation. There are two types of environmental degradation, natural and human impact degradation. Natural degradation concerns natural disasters that affects the environment such as earthquake, land slides, hurricanes and fires caused by natural phenomenon. Anthropogenic (human activities) is the major causes of environmental degradation in Kenya.

Importance of the environment

The ecological units of environment are known as ecosystems, they form important water towers, which are complex forests that form fastidious land scape, thank God for creating these stunning sceneries using plants. Plants (trees) play a vital role of providing economic and ecological functions. Goods are tangible values such as structural timber, fuel wood,

furniture, food, fodder, fruits, charcoal, herbs and walking sticks among others. Services are intangible values which includes; shades aesthetic values, ecotourism, and more importantly they act as carbon reservoirs, these are some the reasons why professor Wagari was courageously crusading about the conservation of environment.

Plants stabilizes the environment besides manufacturing foods, which are utilized by both human beings and animals; they are called producers in the ecological language. Plants also observe carbon dioxide from the atmosphere which otherwise cause global warming, through a process of carbon sequestration, plants convert carbon dioxide and water (H₂) into sugar molecules (C₆ H₁₂O₆) and Oxygen (O₂) through oxidation and reductions during the photosynthesis, process, the general equation is express as: $6CO + 6H_2O + \text{sunlight} \rightarrow C_6H_{12}O_6 + 6O_2$. Part of the sugar is stored, while most is used by the plants for energy and structural development. An example is where sugar is linked together to form simple form (monosaccharide) and complex sugar (polysaccharides) celluloses that form a structure of a tree.

Causes of environmental degradation in Kenya

Human activities plays major role in environmental degradation, these are caused by poverty and unemployment. Large section of Kenyan population are youths who are unemployed and poor, most of them dwell in rural areas. Majority of them burn charcoal, carry out brick making activities, wash vehicles a long riverbanks, dams and lakes and those who lives adjacent to the forests do business of selling fuel wood, sourced from forests to urban areas. Increase in urban settlement puts pressure on housing and consequently raise the demand for land and natural resources products like timber. Urbanization increases water demand for domestic and commercial uses.

Poor farming activities have caused huge environmental problems in Kenya. Land clearing to pave way for agricultural activities has made the land to be bare, thus exposed it to water and air erosion. Poor farming practices and the use of chemical fertilizers, pesticides and insecticides has polluted the environment. Deforestation due to illegal cutting of trees and over exploitation of the same by authorized

saw millers has led to land degradation and contributed to some the factors that cause climate change. Rapid industrialization and numerous vehicles in Kenya have increase and air and noise pollution

Effects of environmental degradation in Kenya

The depletion of forests especially water towers has led to suffering of Kenyans in most parts of the country. First and foremost, kenyan have suffered from droughts which has led to crop failures, drying of rivers and food scarcity. Drought became a disaster which affected the country's economy. After the droughts, came rainy season which caused flooding in most parts of the state. This destroyed crops, brought landslides, destruction of building, roads and communication structures. The worst part was the loss of lives to human and animals. The challenges caused by the droughts and heavy downpour made people to realize what professor Wangari Mathai had kept on preaching when she was campaigning for conservation and management of forest cover.

Deforestation is one of the major causes of climate change. Charcoal burning, illegal logging, overharvesting, and human settlements are its major catalysts, but the question still remains what is the root cause of deforestation? It is important to understand the cause so that remedy is developed. The drivers of deforestation are typically, poverty, unemployment and corruption. This summarize in problem tree.

Source: Author (2018) Problem tree for environmental degradation

Environmental conservation and management in Kenya

Environmental conservation and management is the planting, tending, conserving and sustainable use of numerous conservation fundamentals. It involves the activities that enhance favourable conditions such as extensive afforestation and reforestation campaign, water management like protection of catchment areas and water bodies, improve waste management by converting garbage into compost manures that use together with organic manure to replace chemical fertilizers. The government should introduced improved houses in slums in order to reduce sewerage menace. Smarting agricultural practices should be boosted. The government



should strictly implement all laws that deal with environmental conservation and management.

The solution to the above problem is to manage its root cause. Such solutions include tree nursery establishment and management practices which is a huge industry that not only employ people, but also yield profits. The activities in tree nursery include; seed procurement, soil digging and transportation,

nursery layout, seed sowing, potting, pricking and tending. All these operations require manpower and can be obtained from the local community thus reducing dependency on forests. The government should establish an effective mechanism to deal with corruption.

The second root cause of environmental degradation is illegal logging and charcoal burning. It should be controlled by the

government through the respective agents who should regulate tree harvesting and provide guidelines to forest officers and saw millers who collude to abet illegal activities. Reforestation is the answer to deforestations; all stakeholders must take part during the exercise and the event should be mandatory in all parts of the country. All counties should have 10% tree cover as the standard minimum.

MILITARY JOB EVALUATION: THE COMPLEXITIES OF COMPARING MILITARY AND CIVILIAN JOBS



COL M A N D E R I H

KENYA NAVY

Introduction

Several attempts have been made to compare military jobs with the civilian jobs. However, absolute comparison has not been possible because of the unique nature of the military service in general, and the working conditions in particular. It has been quite challenging to make direct

"The army ages men sooner than the law and philosophy; it exposes them more freely to germs, which undermine and destroy, and it shelters them more completely from thought, which stimulates and preserves"

H. G. Wells (1866 - 1946), British writer.

comparisons across organizations. Subtle differences and nuances exist in the features, eligibility and characteristics of the nature and work environment and terms and conditions of service between military and other civilian organizations. The Military is a service involving a range of sacrifices, hazards and risks and is therefore, not practicable to have an absolute comparison and place its value with other jobs in the society.

Despite these complexities and difficulties in comparing military and civil service jobs, in Kenya, the Kipkulei Harmonization Commission of 1998/99 was mandated to harmonize military jobs with those of the public service. This was aimed at aligning military salaries and allowances with those of other public officers in the civil service.

Although the ranks were equated and placed at respective job groups, it was not very justifiable to equate these ranks with the civilian job groups. This is because a number of service personnel join the military when they are diploma holders and/or above and upon completion of basic training, they are indoctrinated and trained to handle sophisticated equipment and weaponry, a training that may not be simply compared or equated in terms of diploma, certificate or otherwise in the civilian jobs.

To evaluate the military jobs or even attempt to understand them, it is imperative and crucial to make certain considerations pertaining to various attributes and factors that are necessary in the jobs. Some of these factors include, psychological and philosophical aspects, cultural practices,



traditions, military organizational culture applied as a fundamental basis for job assessment and evaluation among others. It is important to attempt to address the dynamics, rationale, and impact of job evaluation on command and control ideals, bureaucratic ethos, classification system, morale in the military and consequent comparability complexity with the civilian sector. Further, understanding the relative demands and disadvantages inherent in military service jobs, and inherent conceptual, theoretical, and psychosocial aspects applicable to the framework and its structure is necessary. Consideration and exploration of other global factors, practice and approaches on job evaluation and remuneration to the uniformed personnel.

Decisions made by a Military Commander are meant to prevent death and an error would result to fatality to life and jeopardize the countries security; no comparability factor can therefore satisfy or justify such a comparison. The choices of deployment in the military are limited; a senior manager in a civilian organization may be deployed at the headquarter outfit while in the military one would still be deployed outside their headquarters and in the operation areas-of course away from their loved ones.

Thus, military lifestyle carries much more responsibility and is less flexible. There is always threat of being in a combat zone or life-threatening situations or being engaged in hazardous duties. Service members are

on duty at all times, are subject to military discipline and conduct themselves according to specific rules. In many countries Kenya included, military personnel are challenged in changing jobs at will and are prohibited by law to join trade unions and thus unable to negotiate for pay and other terms of service. A soldier is not only human but when combined with the special training, skills, weapon and tactics is a complete war machine and must be viewed, compensated and evaluated along that line. Military Service is a voluntary calling. Soldiers must therefore be and remain prepared to serve and die for their country with dedication, sacrifice and selflessness not just as an employment opportunity. After all, a soldier is charged with protecting the country and failure would result to jeopardy in the country's security.

Understanding the military organisational culture, functions and social ideals.

Turning to the literature of organizational behavior, organizational culture appears to be a context-free version of the context-specific military culture. The advantage of using the construct of organizational culture, however, is that there is a rich literature providing models for assessing, diagnosing, and aligning the organizational culture to environmental demands. According to (Kim Cameron and Robert Quinn, 1999), in their book, Diagnosing

and Changing Organizational Culture, organizational culture refers to “the taken-for-granted values, underlying assumptions, expectations, collective memories, and definitions present in an organization.” These values and assumptions are learned as people in the organization deal successfully with problems of external adaptation and internal integration. That is, how the organization responds to the environment and its internal organization to accomplish goals or address challenges. As new members enter the organization, the assumptions and values are taught as the correct and acceptable way to perceive, think, and feel in relation to problems and issues faced by the organization.

Culture can therefore be diversely understood as shared beliefs and values of a group; the beliefs, customs, practices, and social behaviour of a particular nation or people. It therefore implies that, culture is shared by collectiveness of people: nations, regions, organisations, schools, churches and families. Organizations are from a sociological point of view – goal-oriented cultural systems. The task of an organization is the key to the understanding of its specific function, structure and culture. The primary reason for military existence is war fighting as a projection of enforcing political will on other states and non-state actors. War fighting thus, “determines the central beliefs, values and complex symbolic formations that define military culture” (Burk, 1999). Functionally, the use of focused and massive macro-violence calls for a high degree of coordination. The organizational culture of the military is therefore based on a leadership strictly structured from top to bottom with a closed chain of command organized according to the principle of centralization. This assures that the central forming of willpower and planning processes can develop into the actions of the organization as a whole. The information relevant for action moves from the top down, the competence to initiate action is strongly limited at the bottom of the hierarchic structure (Feld 1959; Lang 1965 Snider, 1999). In the military, culture is a group phenomenon, hence leaving the impact of personality structures outside further complicating individual job evaluation verses group output assessment.

Functionalism interprets each part of

society in terms of how it contributes to the stability of the whole society. Society is more than the sum of its parts; rather each part of society is functional for the stability of the whole society. The different parts are primarily the institutions of society, each of which is organized to fill different needs and each of which has particular consequences for the form and shape of society. The parts all depend on each other. When one part of the system is not working or is dysfunctional, it affects all other parts. Military organization can only be defined as a comprehensive societal or social system and analyzed by means of institutional and social-psychological categories. The importance of maintaining a sub-field of military sociology is due to the centrality of the military to any society's long-term viability and to the unique characteristics of the military derived from its functions and traditions. Military sociology therefore focuses on the permanent structure indispensable to the conduct of organized warfare.

The social environment of the military cultures bears an overly strong inward orientation. This promotes a tendency towards ritualization of behaviour. Functionally, ritualization serves to "guide individual conduct" and to "provide a semblance of order to the harsh reality of death and destruction that often threatens to be overwhelming" (Snyder, 1999; Lang 1965:838).

The team concept and sociology of combat

A whole team approach recognizes that in order for the team to be successful, members cannot operate in isolation. Each team member must know and appreciate every other team member's strengths and skills. Military personnel the world over tend to develop deep pride in their units and service. Traditionally every soldier thinks of himself as belonging to his regiment, his service and then his country's military forces in that order. This is deliberately encouraged even at the unit level. The soldier is made to feel that if he cannot die with and for the man, with whom he eats and lives, then he can hardly be expected to work for the larger body called Armed Forces which is big and impersonal and far removed from his day to day life.

The military is probably the only organization that is ready to risk its partial destruction and to put the lives of its members wilfully at risk when aiming to reach its goals. Expectancy of violence is therefore constantly prevalent in the organizational rationale. Consequently, the preparation of force operations is aimed at including as many uncertainties as possible. The harrowing episodes experienced even as close as in Somalia by Kenyan Defence Forces is an absolute testament to the consequences of combat warfare and its anatomy. An extreme degree of formalization, reutilisation, and standards of procedure are supposed to guarantee calculable and coordinated behaviour of the members of the organization under conditions of extreme stress and in case of the destruction of parts of the organization.

As a rule, soldiers are accommodated in barracks and garrisons separated from the civilian world enhancing the quality of social cohesion. Members are taken care of in a totalitarian fashion.

As a rule, soldiers are accommodated in barracks and garrisons separated from the civilian world enhancing the quality of social cohesion. Members are taken care of in a totalitarian fashion. Soldiers generally live in "total institutions" (Goffman 1961). For functional needs the community is valued higher than the individual, there is thus a clear primacy of the collectiveness. In military culture the individual is instrumentalised and de-individualized in favour of the group, i.e., it is expected that the soldier sacrifices his individual freedom and, if inevitable, his life for a collective goal he may not be able to enjoy anymore. This "Social Dilemma" (Olson 1965) is solved by a specific socialization oriented at

a professional ethos, a high corps spirit and discipline (Soeters et. al. 2003:242).

Training and Indoctrination

The purpose or primary orientation of the military, as an institution, is defense of the society or sovereign is true and too abstract. More concrete and useful is the assertion that the primary orientation of the military as an institution and as a set of organization is to take raw materials such as recruits, weapons, systems and doctrine and work with them to produce capable combat units ready to engage the enemy on the battlefield. The development of leaders and small unit cohesion and performance would be clearly within the scope of that orientation at the individual and small group levels of analysis. The centre for the military sociology in this area could be a theory that addresses how the orientation to produce combat units dominates the institution and organizations of the military. The Military training must aim at producing professionals with a definite military corporate identity and professional ethos. The professional ethos implies a "set of normative self-understandings which for the members define the profession's corporate identity, its code of conduct and, for the officers in particular, the professional work" (Burk, 1999).

Morale and cohesion are vital ingredients for combat motivation and are part of the soldier's education and training. Discipline means that the organization members can be forced to set back their individual interests in favour of the collective goal. It serves as an instrument of control in extreme risk exposures and "to minimize the confusion and disintegrative consequences of battle by imposing order on it with a repertoire of patterned actions" (Burk, 1999). Therefore, extrinsic motivational instruments, such as money, are usually insufficient incentives. As a rule, intrinsic motivational elements play a role as well (Lang 1965; Geser 1994). The military culture, while highly bureaucratic, has therefore strongly communitarian and even authoritarian features (Soeters et. al. 2003:240). This only reinforces the tendency towards inward orientation, or even "castellation" (Huntington 1964).

Command, authority and orders

Military organizations are, according to their internal rationale and culture, top-down organizations. In order to be capable to apply collective force they are structured along the principles of centralization and formalization, and they traditionally rely on socialization procedures based on moral and repressive means of behaviour-control. Traditional management is hierarchical and directive oriented. Military organizations are without doubt the expert in this. The military train their officers and men in the management of time, space and resources both human and physical in the most traditional sense. In the Forces the setting of objectives is the responsibility of the officers. Men are executors. Consequently, military cultures are based inherently on anti-individualistic and anti-market ideologies and differ therefore in a principal way from the civilian democratic culture and the social organization of modern societies.

Of course, the topic of the military as a social institution, overlaps to some degree with the topic of the military as a profession. On the flip side, the military can be studied as any other primary social institution. System of roles are based on beliefs and norms, structures, functions, patterned behavior, and adaptation for change. The Military is a large organization in terms of such features as bureaucracy, intra-premiership and innovation, and management. However, the goal is to concentrate on that which is relatively unique to the military as an institution rather than what is has in common with other institutions or large-scale organizations.

Military compensation.

The primary purpose of the military compensation system is to support mission readiness by ensuring the overall manning objectives of the Armed Forces with the numbers and quality of personnel needed to achieve force objectives. The spread of service personnel by numbers, age, and grade reflects a large input at the bottom with heavy attrition in the early years and continuing attrition. Only a modest percentage remains in uniform long enough to qualify for retirement compensation. It is essentially a closed system in which lateral entry is very limited. The challenge is to

maintain the necessary mix by year groups, grade, and skills and to retain the number in each group. The compensation package is an important management tool in the effort to accomplish this.

(Rosen, 1992), contends that, “if rewards are skewed too much, a kind of cut-throat competition arises. Then competitors take steps to make others look bad rather than making them look good.... Some happy medium must be struck here.”

Lazear (1989) develops the formal analytics of this argument. A prediction from his analysis is that pay differentials will be narrower the greater the team aspect of production is, since the greater the team aspect is, the more opportunity co-workers have to direct effort toward sabotaging others rather than contributing positively to output.

These arguments assume that supervisors are unable to observe malfeasant behavior and discipline it. Clearly, the proper skewness of the pay system is an empirical matter. The management of personnel flows provide reasons that tend to reduce intergrade pay differentials. Without lateral entry, recruits must be able to fill both entry-level positions and higher-level positions in the future. Recruits' abilities must exceed the productivity requirements of their current entry-level positions and the abilities of entry-level workers in other organizations that do allow lateral entry. Consequently, the closed personnel system necessitates that the organizations “cream” the pool of eligible

applicants, i.e., offer pay that seems overly generous in light of the organization's entry-level requirements.

The factor to keep in mind is that the different parts of the military compensation system cannot be examined in isolation from one another. One must look at the system as a whole. Military compensation system must be designed to support a closed hierarchical personnel system with little lateral entry. Without lateral entry, individuals in the organization are valuable for what they produce in their current grades and for what they are capable of producing in higher grades in the future.

The compensation package spent on military personnel plays an important role in managing force readiness. After all, it is a major factor in persuading service members and women to remain in uniform. Military compensation is a salary in the classic sense with a total package of pay, tax-free facilitations, allowances, and benefits both immediate and deferred. It includes money (or provision in kind, such as housing or subsistence); various services, including medical care; and deferred compensation, such as retirement and survivor benefits. To maintain force readiness, military compensation must provide a level of remuneration to service members that is in line with contemporary standards and perceived as being fair and equitable in light of the hardships and risks.



Salaries & Remuneration Commissioners during their Job Evaluation visit to the Kenya Defence Forces Camp in Afmadhow, Somalia

ETHNICITY POLITICS IN KENYA AND THE ROLE OF THE MEDIA



MR L S OPICHO
NATIONAL POLICE SERVICE - KENYA

The Media Landscape of Africa

The African media was initially the brainchild of colonial masters and so legacies from the colonial era were inherited and nurtured by post-colonial African administrations. The media was primarily established to serve the needs of colonial administrations, and so at independence, African leaders brought them under state control to sing praise songs in the name of national unity and development. Until recently, the state has had a firm control of the media, allowing it only to speak in a way that is acceptable to the government in power; using it as an instrument to influence decisions and pass on propaganda to the public.

Considering the vitality of the media in the exercise of political power, African leaders have always ensured that the use of media is closely controlled so that they do not propagate views and promote interests that are at variance with those of the state. However, over the past decades, the wave of democratization, liberalization, and globalization has increasingly impacted on the African media landscape and governance policies, thereby encouraging greater diversity and plurality of broadcasting. They back their actions with the argument that state institutions are fragile and criticism may be interpreted as a challenge to the legitimacy of the government, and therefore the media should refrain from every attempt to scrutinize its affairs.

The diversification of radio broadcasting in Africa has enhanced political and economic liberalization with the development of local, community, and commercial radio. In the face of these considerations and inevitable changes, the time has therefore come for African leaders to come to terms with realities that Africans of the 21st century need access to information, and are henceforth willing and ready to defy authoritarian regimes that block the free flow of that information.

The Media Landscape of Kenya

Media liberalization and transition period in Kenya started in 1992 following the restoration of multi-party pluralism permitted by former President Daniel Arap Moi. President Moi was always reluctant to liberalize the airwaves and to particularly allow radio stations to broadcast in their tribal languages other than English and Kiswahili, the two national languages, fearing the spread of ethnic tension, division, and violence.

Back in 1982, KANU was deeply concerned about the involvement of community radio in encouraging ethnic tensions and violence in Kenya especially on the basis of using a particular tribe to broadcast to a multiethnic community outside the national languages. In fact the first community radio in Africa established by UNESCO in Homa Bay in the Luo heartland of Nyanza province in Kenya was shut down after broadcasting for two and half years. The government said, the radio was broadcasting contrary to the official policy of making Kiswahili and English, the national languages, but was bent on exalting only the good values of the Luo ethnic community in the midst of other tribes.

However with the coming of democracy and liberalization, President Moi finally permitted the first private Kikuyu tribal radio station known as *Kameme* to be inaugurated in 2002, opening the floodgates to the establishment of more tribal stations in the country. Not satisfied with *Kameme's* ethnic inclination, Moi established *Coro*, a parallel Kikuyu station at the state broadcaster to counter its influences on the majority Kikuyu tribe.

According to the Communications Commission of Kenya, CCK (2005), there were over 200 licensed broadcasting services in Kenya including private/commercial, community, religious and international radio stations, but not all were operational. The stations were dominated by the state owned Kenya broadcasting corporation (KBC), and two privately owned media groups - the Nation and the Standard. Today, Media in Kenya includes more than 90 FM stations; more than 60 free to view TV stations and an unconfirmed number of print newspapers and magazines. Publications mainly use English as their primary language of communication, with some media houses employing Swahili. Vernacular or community-based languages are commonly used in broadcast media; mostly radio.

Ethnicity and ethnic groupings in Kenya

Our knowledge on the various Kenyan ethnic communities in the pre-colonial and post-colonial period has been enriched by a multiplicity of sources, including oral traditions, archaeology, historical linguistic and cultural anthropology. Pioneer scholars, including Ogot (1967), Were (1967), Muriuki (1977), Ochieng (1974), Mwanzi (1977), Aseka (1989) among many others have enriched our historical knowledge on individual ethnic communities that occupy present Kenya.

The process of interaction was underway with the arrival of colonialists. What perhaps needs to be emphasized from the contributions of the pioneer historical studies is that, first, the evolutionary process in Kenya pre-dates the histories of the present day inhabitants. Secondly, the ethnic composition of Kenya is as a result of a crystallization of many centuries of interaction between the various peoples and ethnic groups.

According to the population census of 1999, the country has about 43 ethnic groups and each group has its own language and culture that define it. The country is divided into three large linguistic groups. The largest is the Bantu, followed by Nilotes and the smaller group includes the Cushites. Kenya's ethnic languages are prominent at the national

level and are related to levels of interpersonal and intrapersonal communication. The ethnic languages symbolize a group identity for users. This ethnic distinction has sometimes led to clashes between ethnic groups. The major ethnic groups in Kenya include: Kikuyu (Agĩkũyũ) 20.78 %; Luhya (Bakhatyo, Banyala, Banyore, Bukusu Idakho, Isukha, Kabras, Kisa, Marachi, Maragoli, Marama, Samia, Tachoni, Tiriki, Wanga) 14.38 %; Luo 12.38 %; Kalenjin (Kipsigis, Marakwet, Nandi, Pokot, Sabaots, Sengwer, Terek, Tugen) 13.46 %; Kamba 11.42 %; Kisii 6.15 %; Ameru (Achuka, Aigembe, Aiment, Amuthambi, Amwimbi, Atharaka, Atigania) 5.07 %; Maasai 1.76 %; Turkana 1.52 %; Embu 1.20 %; Taita 0.95 %; Swahili 0.60 %; Samburu 0.50 %; Somali 2.29 % (1999, Census report).

The percentage indicates the ethnic groups proportion of the population of Kenya. The country also has minority ethnic groups which include: the Aweer, Bajuni, Kore, Kuria, Miji Kenda, Ogiek, Orma, Pokomo, Rendille, Sengwer, Suba, Taveta, Watha, Yaku, Dorobo, Elmolo, Malakote and Sanye. Ethnic minorities here are distinguished by the small size of their populations. Other non-Kenyan ethnic groups resident in Kenya for many generations are: Gujaratis, Baluchs, Punjabis and Goans from India, Britons, Hadhrami and Omani Arabs and Italians, plus a number of Africans who have become citizens of Kenya.

Kenyan perspective of the media on political and ethnic conflicts

The Kenyan media includes more than 90 FM stations, more than 15 TV stations, and an unconfirmed number of print newspapers and magazines. Publications mainly use English as their primary language of communication, with some media houses employing Swahili vernacular or community-based languages are commonly used in broadcast media; mostly radio.

The media in Kenya are regulated by a statutory body called the Media Council of Kenya.

The Media Council of Kenya is an independent national institution set up by the Media Law, 2007 as a leading institution in the regulation of the media and in the conduct and disciplines of journalists. It is a mandate from others to register and accredit



Pioneer scholar, Grace Ogot.

journalists, establishments; process public complaints create and publish the freedom of the media in Kenya. During accreditation, journalists agree to adhere to the Code of Conduct and journalism in Kenya, which was created by media professionals. The stakeholders from the point of view of journalism in Kenya are more professional and respectable field.

Political parties in Kenya are usually along tribal lines, rather than political ideology. This is the perception that the party offers the best hope for one within the tribe to assume power and then share state resources with tribal members. Tribalism or prejudice between tribes and favoritism within the tribes. Kenyan culture is deeply tribal.

The average person identifies with the tribe and the values of the tribe. In addition to this, Kenyans are an inherently agricultural. This means that the land is very important. In fact, land has been a major issue in most of the conflicts since independence. Conflicts in Kenya are informed by the fact that owners were forcibly removed to give way to large-scale agriculture for white farmers. After independence, the land was never returned to the rightful owners; thus, communities continue to claim ancestral lands as part of their identity and political rights.

One of the key factors of conflicts in Kenya is the dimension of the identity politics and is closely linked to the problem of land, borders, and the associated historical claims challenge the regional environment and political transition. With different language and culture, groups and a sparse geography, the region has had difficulty developing Communication channels that serve the region.

According to the Kenyan Daily Post, in March 2013, foreign journalists came to Kenya to cover the general elections and expect violence like 2007/2008 but the Kenyans maintained peace throughout the election period. CNN had sent numerous journalists and had published a story about Kenyans preparing for violence somewhere in the Rift Valley and then published a video clip with three characters armed with rough weapons rolling on the floor.

The Kenyan government ordered CNN to provide evidence of violence and apologize to Kenyans. Kenyans condemned the CNN video that said, the Kenyans were heavily armed before the general elections on March 4th 2013. The reporter, of CNN's international correspondent Nema Elbagir said the Kenyans were arming themselves for self-protection in post-election houses such as those that were seen after the 2007 general election. Many Kenyans have taken "Armed as Kenyans" the vote approaches the "video", rejecting it as a negative and incorrect representation of reality in Kenya. Most Kenyans condemned the video; they were convinced that there would be a repetition of chaos.

In Kenya after the 2007 general election, media was also engaged in the form of political propaganda based on ethnicity. In the report of the workshop based on a comparative framework of election experiences of Ethiopia, Uganda, Kenya, Somaliland, Tanzania and Sudan; (2009) discussed the situation in East Africa on the competitive nature of elections in the region. The discussion is on the engagement of both mainstream media and some new media such as mobile phone in spreading of hate messages against a certain ethnic tribe in Kenya. In short, politicians and some citizens of Kenya utilized media for political violence mobilization.

In addition, the mushrooming of local vernacular media stations in Kenya was another additional source of problem. The vernacular media's programs targeted the ethno-political communities; meaning that the media practitioners in such media were favoring the ethnic

tribes that they (journalists and broadcasters) belonged to. Local language media was a tool used by politicians for ethnic mobilization and political control in a certain area. Also most of the journalists who were working in local language media were not professionally trained.

In Kenya, as in the rest of Africa, Short Message Service (SMS) is the most widely used digital application. Prior to, and after the 2007 elections the new media and specifically mobile phones, e-mails, and blogs emerged as significant communication tools. This new technology was perceived to be efficient and a cost effective way of mobilization of voters by the Kenyan politicians prior to the elections. Mobile telephony and more specifically the Short

Message Service (SMS) was spreading very fast like a virus.

The viral nature of SMS was capitalized on by the political parties for political marketing and thereafter the elections as a tool for spreading ethnic hatred and organizing ethnic violence. The political marketing experts as well as independent mobile phone users, bloggers and the owners of the e-mail accounts, generated these messages. Significantly, most of the ethnic based jokes, humor and hate speech were written in Kenya's vernacular language. Very few were written in English while the rest were in Swahili.

The reason for using vernacular language was, first, that some of the messages lose their weight and meaning when translated

into Swahili or English. Secondly, ethnicity is very central in the Kenyan election process. Political language is translated and interpreted using ethnic background and history as such any political communication must be codified into relevant vernaculars for it to leave an impression in people's mind. On the one hand, these messages focused intense attention on the competing presidential candidates from both the Party of National Unity (PNU) and the Orange Democratic Movement (ODM) in a way that promoted a healthy debate through providing new space relevant for democratic strengthening never witnessed before. On the other hand, these new media devices led to negative political campaigns that also became extremely ethnic based after the elections.

HARNESSING YOUTH BULGE INTO NATIONAL DEVELOPMENT IN AFRICA: BOTSWANA



COL S L JANSEN

BOTSWANA DEFENCE FORCE

The youth are the foundation and bedrock that every nation in pursuit of development and improved standard of living of her citizenry builds upon. Hence they serve a key role and also act as an important tool to political, security and national development. According to a new United Nations' report, the global population of young people; depending on decisions made by present day policy makers; possess the potential of transforming economies for better or worse, according to a new United Nations report. Africa has both the most youthful as well as fastest growing population in the world. The youth

have more often than not demonstrated an ability as well as willingness to contribute to the development process. Africa, over the past decade, has seen its economic growth bounce back greatly.

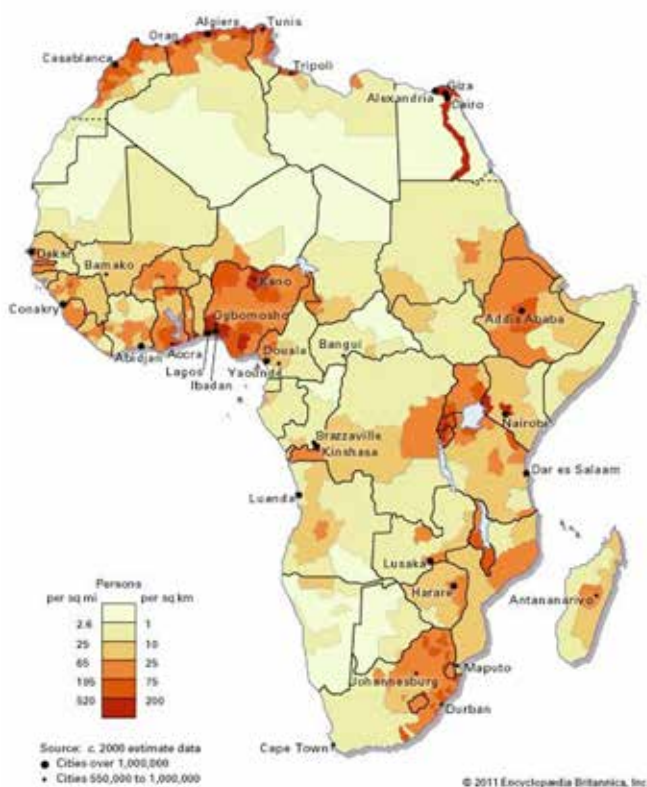
Africa's population for 2011 was estimated by the United Nations (2010) to be 1.05 billion and that expectations were it be double that figure by 2050. With roughly 70 percent of its population being 30 years of age or younger; Africa is the youngest continent in the world. In 2011, youths; defined here as those in the age bracket 15 to 24 years of age; made up 21 percent of the more than 1 billion people in Africa. Another 42 percent was discovered to be less than 15 years old. Females consist slightly more than half of the African youth population. It also is observed that there are more rural dwellers than urban dwellers.

Numerous and varied challenges for youths that are central to Africa's economic development do exist. Some of them include health, political participation and employment. The said issues differ among groups within countries (by ethnicity, education level, health status and gender), and even across countries and regions. Conversely; with appropriate policies that deal adequately with the issues facing them; the energy, size, enthusiasm, dynamism

and innovation of youths are assets that can be tapped to boost Africa's development. National development ought not to be institution oriented but rather needs be man oriented. This means that the development should be based on collectiveness and individualism. The youth bulge of a country has a very important impact on national growth.

Youth participation in Africa is often taken as the engagement of young people in making decisions on issues that may affect them. Nonetheless, these youths believe that young people should be treated as citizens of the moment (as opposed to the citizens of the future) and as a result should be involved in every decision made regarding their community and society. This explains why it is important to examine their influence on community development. It is therefore necessary to understand the influence of youth involvement in community development projects and their attitude on crime in urban informal settlement areas plus other challenges that affect them.

In Botswana, unemployed youths are desperately looking for work, because young people between the ages of twenty to thirty years are three times more likely than their older counterparts to be employed. It in fact has led to under-employment,



marginalization and inequality, it is vital to come up with strategies to tap into the incredible power that comes with youth dynamism and inventiveness so as to foster economic growth and employment.

Youth employment has without any doubt been a catchword for political actors but there is a rising urgency to re-contextualize unemployment and also employment. According to Human Needs Theory (HNT), humans need a number of essentials to survive. In the 1970s and 1980s, HNT was developed as a holistic or generic theory explaining human behavior. Abraham Maslow came up with a hierarchy of needs. Need for water, shelter and food came top of the list with the other needs coming in the following order: need for safety and security, belonging or love, self-esteem and, finally, personal fulfillment and self-actualization. Every society's development is a result of the interplay between man and his environment. Given that it ensures self-discovery, the interplay plays a key role in motivating, mobilizing and energizing people towards a common objective. The youth in nation play a key role as veritable tools through which development becomes a success and thus not a single society can neglect her youth in the scheme of things in her quest for national, social, economic and political development.

When one adopts the expanded definition of security, it becomes apparent that long-term unemployment is a security threat. It follows that the xenophobic attacks reported and seen in South Africa meted on foreigners are largely an unemployment issue. Some South Africans, unfortunately and erroneously, blame the foreigners for 'stealing their jobs'. Attacks of xenophobic nature on foreigners and other violent acts in South Africans due to the effects of long-term unemployment; it is apparent that unemployment is a security problem. It must be appreciated that the youths in Botswana must be engaged in national issues, especially because the lack of employment poses major threats

both in the short term and long term. It is important to note that as a way to harness on the youth potential, the Botswana government offers free primary up to tertiary level education.

A young population can also be a resource that leads to innovation and supports governance and political reforms. Botswana must prioritize such measures to harness the potential pre-sented by the youth population and to mitigate their risks. The agribusiness has great potential for youth employment because formal skill requirements are typically low at the beginning, which allows youth to learn by gradually moving from simple tasks to more sophisticated production. In regards to improving conditions for entrepreneurs, policymakers need to provide incentives for financial institutions to innovatively find ways to deliver both financial and social capital to self-employed youth.

Even though industrialization has been a big challenge in Africa, Botswana created the Youth Empowerment Scheme (YES) which was set up as an umbrella programme in 2012 to support a wide range of initiatives aimed at encouraging employment, entrepreneurship and skills development amongst the youth. The scheme interfaces change of behaviour, empowerment, poverty eradication and skills development. It is designed for young people aged between 18 and 35 years who are unemployed and out-of-school. The youths of Southern and Eastern African regions are conjoined by an integral social, economic and political history, hence the need to continuously engage more regularly.

Harnessing the youth potential also entails focusing on youths and their role in political life in Botswana so that they can actively participate in the democratic process through the ballot and the electoral process. In the changing political cycle in Botswana, young people are seen to have the greatest numbers that can be able to move political agendas for national development. In the context of Botswana youth potential can be harnessed through many internship projects and step-up efforts to building the capacity of young people to create an enabling environment for them to menacingly participate in all stages of decision making and implementation of rights based programs and this will strengthen the professional and personal capacity of young persons. In addition the same youths can be promoted by upstaging development policies that advance gender equality and social protection, including the elimination of all forms of gender based violence against young persons.

In conclusion it is vital to appreciate the fact that Botswana can greatly harness the potential of the youths, so as to benefit from the demographic divide. Therefore deepening the human capital base, creating job opportunities and encouraging entrepreneurship will provide a great potential for the State, and enable it to adequately address some challenges facing youths.

When one adopts the expanded definition of security, it becomes apparent that long-term unemployment is a security threat.

FRAGILITY AND STATE-SOCIETY RELATIONS IN SOUTH SUDAN



COLS J MUTUKU

KENYA ARMY

The youngest state on the globe, the Republic of South Sudan is facing daunting challenges. The world's newest nation is also one of the poorest: the result of negligible investment in its people and infrastructure over many decades by the erstwhile governing authority of Khartoum. War has ravaged the country almost continuously since 1955, costing over 2 million lives. South Sudan's state-building effort, moreover, started from a rudimentary institutional base, having inherited few functional governance systems. What governance structures existed were confined to former garrison towns such as Juba, Rumbek and Wau among a few others. South Sudan has an estimated population of about 12 million people. Since its independence in July 2011 this new state has been embroiled in un-ending cycle of conflicts, mainly occasioned by the power struggle leading to the disappointment of its citizens, neighboring states and the international community. Corruption allegations have been pointed mainly at top government officials, including members of the country's military. Perceptions are widespread of senior government malfeasance, self-interest, and disregard for citizen priorities. Meanwhile, state authority remains heavily centralized with the executive branch, where decisions are often made opaquely and without consultation or oversight. This has been matched by regular reports of repression by the army and the police, conveying an

impression that government officials see their role as one of self-enrichment and maintaining power rather than provision of services to citizens. Ethnic divisions, long exploited by Khartoum during the war, have been deepened by the perception of Dinka dominance since independence.

Hundreds of innocent civilians have been killed during these recurrent periods of conflicts, particularly in Jonglei state but also in pockets of rising insecurity around the country

The new country is not without assets, it took control of developed oil fields that are estimated to yield over 350,000 barrels per day and annual net oil export revenues. The population in South Sudan is resilient, having endured years of hardship, isolation, and war. Much of the expansive territory is highly fertile for agricultural production, though less than ten percent of the total land mass is currently under cultivation. Moreover, South Sudan enjoys international good will, with key partners in East Africa, Europe, and the United States having provided extensive humanitarian assistance throughout the war and overwhelmingly endorsed the new state's quest for independence and membership at the United Nations. The country is also the newest member of the East African community.

Efforts to meet the young state's many challenges will fail, without trust and social cohesion between the government and its citizens. State-society relations provide the foundation of any state. If this foundation is strong, built on the principles of trust and legitimacy, then even poor countries can be stable and withstand intense external threats. Conversely, if the foundation is weak, then instability will persist irrespective of government revenue flows, the strength of the security sector, or the maneuvers of any external adversary. Strengthening state-society relations, then, is an imperative for state-building and stabilization agenda in South Sudan. It's disappointing that this has not been the case ever since the much sought for independence.

More troubling, the government of South Sudan has on a number of instances been

viewed as disparaging ethnic communities of rebel militia groups—such as the Murle population in Jonglei state as well as the Nuer population in Warap state. The Government as well has been blamed for its failure to hold security services accountable for attacks on civilians and other unarmed persons and this has had a negative effect leading to erosion/destruction of the much desired social cohesion among communities.

To improve state-society relations in the near term, the government must cease actions that alienate society from the state and focus on three critical tasks: building inclusive coalitions to support key institutional reforms, protecting space for independent voices in order to foster a national dialogue over the priorities for the new state and achieving some tangible development progress to demonstrate the government's responsiveness to citizen expectations. Investment in public infrastructure to link disparate regions of the new nation is crucial at this time as it will spur economic growth. Central to this as well is investment in health and education for the populace.

The foundation of the state cannot be an afterthought. It must come before the structure is built. Generating renewed confidence in state-society relations through these opportunities will provide the social capital needed to strengthen institutions most central to ending violence: citizen security (ensuring citizens' freedom from physical violence and from fear of violence), justice (providing recourse to nonviolent dispute resolution), and jobs (enabling livelihoods without recourse to violence). South Sudan's leadership can set a new course toward legitimacy, stability, and sustained development if it prioritizes' building trust and social cohesion within the South' Sudanese population.

When all is said and done, the recurrent situation in South Sudan obviously needs to be handled properly by the parties involved in order to curtail the loss of lives and property. Until the parties to the conflict show a greater political will to resolving the conflict, the situation will continue to worsen.

SHOULD STAPLE FOOD BE SECURITIZED?



COL S O ODIRO
KENYA AIR FORCE

National security in its simplest definition is the condition that results from the establishment and maintenance of preventive and protective resilience measures that ensures a state of inviolability from threats and challenges. One of the challenges that a sizeable part of the developing world has to deal with in the post-cold war era is the challenge of food insecurity. In the recent years a number of developing states have unrelentingly waged battles to weed out this challenge at least to remain secure. Food occupies one of the central needs of all households world over. In the famous Maslow's hierarchy of needs, food alongside other three factors; rest, water and warmth form basic foundation of all human needs. It is not a wonder therefore that the leadership of Kenya has captured food security as a pillar in the "Big Four" medium term plan towards the realization of Kenya's vision 2030.

Matters food security occupies a very crucial aspect of human household planning. Top on the priority list of any household budget must always be feeding. Families have broken apart for reasons attributed to mishandling of food budgets. Clan and community feuds have been witnessed courtesy to misunderstandings arising from food sharing dilemmas. It is also known that majority of conflicts have a deep root towards food especially when paucity prevails. Issues pertaining to food are very

fragile. It is not surprising therefore that food has earned itself numerous expressions just to showcase its significance in the lives of not only humankind but even all the known living organism. The following are just but a few:

- "Man must eat!".....*Anonymous*
- "We eat to live" *Anonymous*
- "An army marches on its stomach",....
Napoleon Bonaparte
- "The next best thing to eating food, is talking about it"..... *Julie R. Thomson*
- "I have made a lot of mistakes falling in love, and regretted most of them, but never the potatoes that went with them."
- *Nora Ephron*
- "The secret of success in life is to eat what you like and let the food fight it out inside." - *Mark Twain*
- "Food is symbolic of love when words are inadequate." - *Alan D. Wolfelt*

Food, food, food and food. But, what is food and what is it about it that requires to be securitized?

Food is any substance consumed to provide nutritional support for an organism. Food comes in form of plants or animal origin, and contains essential nutrients, requisite for healthy living and growth. Such nutrients may include all or some of the following: carbohydrates, fats, proteins,

vitamins, or minerals. But why securitize food and what is securitization?

Securitization is a construct of scholars of Copenhagen school and is a process-oriented conception of security, which is used in transforming subjects into matters of "security". This way issues that become securitized receive disproportionate amounts of attention and resources relative the others. Food in certain specific aspects is one such issue that is rife for securitization. In contemporary times, where projection of power has taken an asymmetric angle, any evil minded group can easily focus on food as a target for attack to bring down a society. All that has to happen is to ensure the sources are depleted and an alternative source created with higher financial implication. This way food suddenly becomes unaffordable leading to a stage-managed famine. Alternatively, the enemy may also do the unimaginable; stage-manage a shortage then avail the food from elsewhere but laced with substances with gradual killing capabilities – call it silent genocide. This is however hypothetical, but who knows? What exists in imagination can acquire realism. Nevertheless, not all food commodities should be securitized but there are those that require to be targeted for critical attention. The target should be this category that majority regard as staple



food. Various categorizations for food exist. Food can be categorized by priority and popularity of usage such as staple, leisure, medicinal etc. The other category can be by form/state of availability which should include: adulterated, fresh frozen, canned, live etc. For the purpose of this article, we will restrict ourselves to staple food.

A staple food, food staple, or simply a staple, is a food commodity that is eaten habitually and in such quantities that it constitutes a dominant portion of a customary diet for a given people. A staple food of a specific society may be eaten as often as every day or every meal. Most societies live on a diet based on specific food staples. Specific staples vary from place to place, but typically are inexpensive or readily available foods that supply one or more of the macronutrients needed for survival and health: carbohydrates, proteins, and fats. Typical examples include tubers and roots, grains, legumes, and seeds. Societies are guided to choose food substances as staples based on ease of local availability, nutrient capacity and the ability to withstand longer periods of storage without degradation- call it non-perishability. Such nonperishable foods are the only plausible choice of staples during seasons of shortage, such as periods of prolonged drought, against which times harvests have to be stored. During seasons of plenty, wider choices of foods may be available.

Staple foods are derived either from vegetables or animal products. Commonly preferred staples range from cereals (such as rice, wheat, maize, millet, or sorghum), starchy tubers or root vegetables (such as potatoes, cassava, sweet potatoes, yams, or taro), to animal products meat, fish, eggs, milk, and cheese. Other staple foods include pulses (dried legumes), sago (derived from the pith of the sago palm tree), and fruits (such as breadfruit and plantains). Staple foods may also include (depending on the region): olive oil, coconut oil and sugar (e.g. from plantains). It is noteworthy of mention that such categorization resonates well with the assertions of the broad conceptual definitions of food security and insecurity developed by the expert panel convened in 1989 by the Life Sciences Research Office (LSRO) which serves as the basis for the standardized operational definitions used for estimating food security in the United States. It so registers that food security according to the LSRO definition means access to enough

food for an active, healthy life. It includes at a minimum:

- The ready availability of nutritionally adequate and safe foods and
- An assured ability to acquire acceptable foods in socially acceptable ways (e.g., without resorting to emergency food supplies, scavenging, stealing, or other coping strategies).

Every society (ethnic community, country, region or even race) has a preferred staple food category. It is known that Uganda's staple food combination comprises peanut and bananas, Nigeria's choice is pounded yams locally known as "fofo", Botswana prefers fried caterpillars, Algeria's preferred staple is "kuskus" and Kenya by popular choice of majority is a combination of maize meal popularly known as ugali with either tilapia fish in the case of the Luo community, meat for the central bantu communities and spider leaves (saga) for the Abagusii community. Even though other foodstuff exist among other communities in Kenya, ugali is commonly accepted as the staple and its absence or threat of scarcity whether staged managed or natural constitutes famine and widespread panic.

In recent years, Kenyans have experienced successive shortage of staple food both real and artificial. Real when the country experiences prolonged draughts and artificial when a bunch unscrupulous merchants in the form of cartels decide to either hoard or engage in massive imports in order to make quick cash at the expense of local farmers. Based on the aforementioned desirable characteristics of staple food which is heavy on assured availability, a country must always put measures in place to guarantee food reserves based on local harvests to serve the local consumption both in times of plenty and scarcity. It follows that it would be incredibly preposterous that a country should engage in imports of staples from sources with moot sanitary standards. Taking Kenya as a case study area, events of the immediate past have reflected exactly such despicable status. Thanks to God our beloved President has waged a sustained war against corrupt officials in the agriculture sector, lucidity is now within reach.

Based on the forgoing discourse, fears for both known and unknown about security of the staple dawdles and is a matter that cannot be overlooked. More so as already alluded earlier war has gone asymmetric and intentions of trading partners may never

be clearly understood. In this globalized environment anarchic tendencies bordering extermination of societies can be a probable activity however evil it may look. Further the investors of our current times have become ruthless realist who knows no morals let alone practicing it. Imagine the case of the military which feeds on loads of foodstuff annually. God forbid; what would be the corollaries of an attempted food poisoning of brigade in mission area, say Somalia? Thank God, KDF is currently at the implementation stage of operationalizing a strategic self-sustaining food processing plant that will provide for the limitless feeding needs of the troops in all diverse circumstances. But concerns are still abound. There is this threat of adulterated food imports and if recent reported occurrences could be something to go by, then the society has a lot to worry about.

Recently, concerns over cancer risk on imported food have arisen. Is the food Kenyans are consuming from overseas safe? This question is in the minds of many following concerns that tonnes of fish and other frozen foodstuffs being imported into the country are being contaminated with cancer-causing radiation at the port of Mombasa. Further, no meaningful assurance has been secured from the public health to give such food commodities a clean bill of health going by the suspect sanitary standards at the domicile locations of packaging. Still, we cannot be sure that the preservation accorded to such enormous caches of food import meets the threshold of what should be safe for human consumption. The cancer scare embedded in such foodstuff constitute a credible security concern and something that has to be addressed very urgently.

In conclusion, the foregoing proclamation on matters food is something requiring urgent security attention. The vulnerabilities identified coupled with the obvious lingering threats can put any nation at unimaginable risk levels. A solution lies in identifying credible staple for the nation, ensuring that it is locally produced in sufficient quantities and accorded suitable preservation and storage such that even in times of scarcity the nation shall be fed without the worry of seeking external assistance in form of food aid. Ultimately the staple must find its space in the list of survival interest that a state should guard the most. And that is securitization.

EVALUATION OF EARLY WARNING SYSTEMS IN KENYA



MR D K MUSYOKA

NATIONAL INTELLIGENCE SERVICE - KENYA

Early Warning (EW) involves provision of timely and effective information, through known establishments that permits people exposed to hazard to require action to avoid or cut back their risk and harden effective response. Early Warning Systems empowers individuals to require action once disasters or conflicts appear likely to occur.

Globally, initial conceptions of Conflict Early Warning started forming in the 1970s and 1980s, but the field really emerged strong during and after the atrocities after the end of the Cold War. Throughout the 1990s, practitioner organizations, both local and international, became more interested in getting early warning information and analysis to serve as a basis for their programming. Such thinking gave rise to the emergence of various early warning systems around the world. Some were integrated with a capacity for early response, others with a mission to provide analysis and recommendations for other actors. Therefore early warning systems allowed people to receive timely information on pending disasters and conflicts.

A growing realization of the importance of proactive measures to conflicts instead of reactive measures and also the hindrance of conflict is found to be better in terms of cost and lives. This system, which is

responsible for facilitating the anticipation and prevention of conflicts in Africa, works very closely with the regional organisations in information gathering with all the information being submitted to the situation room at the headquarters in Addis Ababa, Ethiopia.

Eight Regional Mechanisms are a part of the early warning system and includes the Intergovernmental Authority for Development, the Economic Community of West African States (ECOWAS), the Southern African Development Community (SADC), the Arab Maghreb Union (AMU), among many others. Katja Christensen conducted a research in Ethiopia in 2009 to understand how CEWARN responses of early warning are decided and acted upon by the actors. She, however, did not research on its effectiveness in addressing perennial violence in the region. The relevance of the project was to access CEWARN in addressing the Kenya post-election violence of 2007/08.

The phrase “early warning and early response systems” (EWERS) have become the by-word of conflict prevention and conflict transformation processes in post-conflict contexts. It is regarded as a critical element and serves as the basis of peace-building, specifically as it helps to prevent the reoccurrence and relapse into conflict if fully implemented. Early responses to early

The phrase “early warning and early response systems” (EWERS) have become the by-word of conflict prevention and conflict transformation processes in post-conflict contexts.

warning signals remain rather weak and inadequate.

The Kenyan National Conflict Early Warning and Response Mechanism has a system of peace and conflict monitoring that allows it to receive and analyze information from its peace actors (local peace structures) that operate across the country as well as the media. Furthermore, the system uses innovative systems including SMS messages and use of social networking such as twitter, Whatsapp and Facebook to get information from the public domain that could be used to avert crises. In spite of these, there are still challenges with conflict early warning systems in Kenya.

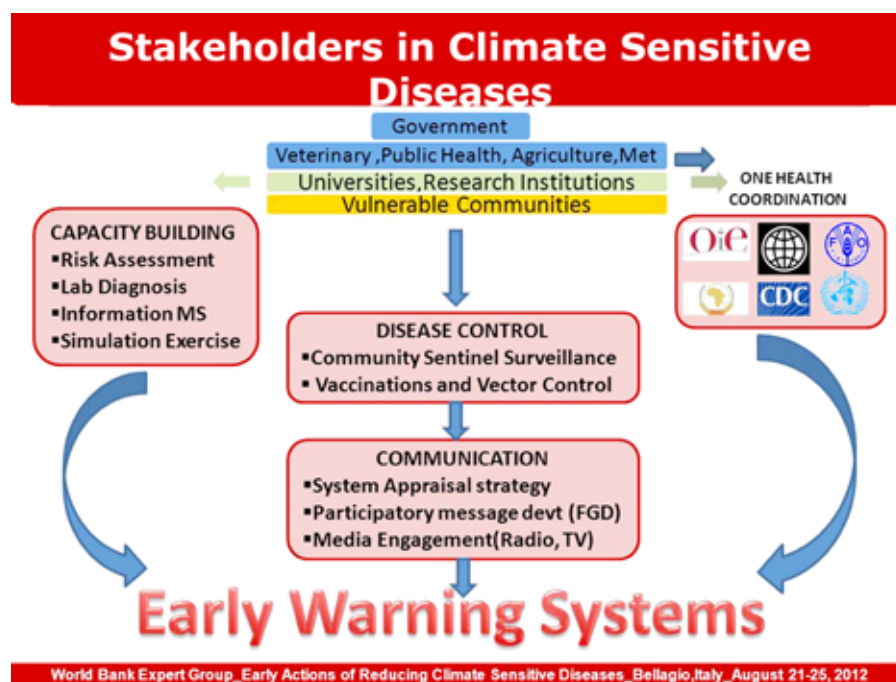
The IGAD conflict Early Warning and Response Mechanisms (CEWARN) was established by a Protocol signed by Member States during the 9th Summit meeting held in Khartoum, Sudan, in 2002. The CEWARN is part of IGAD’s Peace and Security Division, which connects them to the Council of Ministers and the Summit of Heads of State and Governments, where policy decisions are made concerning conflict prevention measures in the region. CEWARN is the regional coordinating office taking the lead in implementing the IGAD mandate and in consulting with the various stakeholders, but in every member state there are focal points which coordinate the work. The establishment of CEWARN shows that the regional leaders want to find ways to bring stability and knowledge on how to prevent conflicts from escalating.

The basic leadership groups of CEWARN are the Technical Committee on Early Warning and the Committee of Permanent Secretaries as the senior strategy organs. The Technical Committee unites the delegates of the part states, which are the conflict early warning and response units (CEWERU) heads and society agents. The Country Coordinators are the ones accepting the early warning information from the Field Monitors and connection it to response channels through their analysis and answering to CEWARN.

The CEWARN group meets once a year to offer proposals to the Committee of Permanent Secretaries, which are senior government authorities from the significant services taking care of CEWARN's work, for example, the foreign ministry. They discuss policy guidelines and lobby for and assist in the implementation of CEWARN activities in the member states. Each CEWERU additionally has a National Steering Committee, which incorporates state and non-state actors like parliamentarians, police and military delegates and also community pioneers from civil society. The information from the Field Monitors goes both even to the Local Peace Committees and vertical to the CEWERUs on a weekly basis or at whatever point an emergency occurs. Along these lines the study uncovers a two-way information handle, which makes it conceivable to make a move for response at the local level and in addition for follow up on the early warning information received.

In the Kenyan system CEWARN is facilitated at the National Steering Committee on Peace-building and Conflict Management (NSC). It likewise bends over as the Conflict early warning and early Response Unit (CEWERU) under the IGAD-CEWARN mechanism whose design is to get conflict early warning information and start response activity. It is intended to actualize the CEWARN Rapid Response Fund for motivations behind guaranteeing viable response to conflicts. The command is to upgrade co-appointment and systems administration amongst State and non-state actors in peace building and conflict administration, elevate harmonization of approaches to peace building and conflict administration, to go about as a perspective for information on peace building and conflict administration and identify and activate resources for peace building and conflict administration.

The information from the Field Monitors is in this way given to the Country Coordinators who feed it into the electronic early warning system. CEWARN Report is not open to all other than the Field Monitors and Country Coordinators because of security concerns and sensitivities on the part of states. This is because of the way that a portion of the information that CEWARN gathers concerning the numbers and collaborations of security staff, government military, and group local armies, which the



nations inside IGAD would prefer not to share. The vision of CEWARN is to engage partners to avoid violent conflicts. This vision will be acknowledged in peaceful, feasible resolutions to peaceful conflict in the IGAD region. The Stakeholders include IGAD and its Member States, local communities, civil society, non-governmental organizations (NGOs), scholastic and research institutions, Regional Economic Communities (RECs), the AU and other international organizations and community based organizations and natives.

The CEWARN is enabled by a mutual intrigue and maintained exertion in straightforward joint effort, collaboration and cooperation at all levels from local to international. CEWARN will Prevent Violent Conflict using social, economic, political and natural exercises and occasions. It will evaluate their patterns before accelerations of violence and define response alternatives that look for peaceful, sustainable resolutions to pastoral conflict. CEWARN is mandated to get and share information concerning conceivably violent conflicts and additionally their episode and heightening in the IGAD region, to attempt analysis of the information and to develop case situations and figure choices for response. Through its national system of governmental and non-governmental partners, Conflict Early Warning and Response Units, abbreviated as CEWERUs,

National Research Institutes (NRIs) and Field Monitors (FM), CEWARN attempts its conflict early warning and response work in three groups or pilot ranges. These are the Karamoja Cluster covering the cross-border ranges of Ethiopia, Kenya, Sudan and Uganda, the Somali Cluster covering the cross-outskirt zones of Ethiopia, Kenya and Somalia and the Dikhil Cluster covering the cross-outskirt territories of Djibouti and Ethiopia.

The CEWARN general mandate is to: (a) receive and share information concerning potentially violent conflicts as well as their outbreak and escalation in the IGAD region; (b). undertake and share analyses of that information; (c). develop case scenarios and formulate options for response; (d). share and communicate information, analyses and response options; (e). carry out studies on specific types and areas of conflict in the IGAD region. The sub-mandates of CEWARN shall rely for its operations on information that is collected from the public domain, particularly in the following areas: livestock rustling; nomadic movements; refugees; landmines and banditry. In conclusion it is crucial to note that early warning systems are extremely important in averting not only conflicts, disasters and calamities, but can also save both human life and property, and for this reasons needed to be developed. EW can therefore reduce the impact of hazards and conflicts.

SPORT FOR SUSTAINABLE PEACE IN KENYA



COLE B WEKUNDA

KENYA ARMY

In a development context the definition of the term sport usually includes a broad and inclusive spectrum of activities deemed suitable to persons of ranging ages and abilities, with an emphasis on the positive values of sport. Sport and sporting institutions are increasing in scope, power and appeal. Governments, always savvy to the whims of the public, are keen to curtail the growth in sport and the relevance of powerful non state actors such as FIFA or sporting personalities David Beckham, Lionel Messi, James Lebron, Hussein Bolt, David Rudisha and others.

Sport is regarded as one of the most popular leisure activities in the world; people from different background do play, attend, watch, listen to, talk about and experience sport at all levels of performance from amateur to professional. Sports are often described as a language that everyone in the world can understand and indeed sport can bring together and unite groups.

On an individual level, sport possesses the capacity to develop people's skills and faculties. Sports, in addition, plays a key role in passing positive cultural awareness messages involving key issues given its power of attracting large audiences. Kenya is Africa's sports powerhouse and a global champion in athletics. Despite Kenya's exemplary performance in athletics, there is a lot of untapped potential by government in instituting sports diplomacy. Sports diplomacy is capable of complementing other traditional ways of advancing Kenya's national interests.

In the Kenyan perspective the

subsequent adoption of the National Sports Policy combined with the enactment of the Sports Act 2013 were meant to bring in new ways of running the sector in the country. This came after the country had witnessed mismanagement, corruption and waste in sports over several years. The new legal regime was intended to assist the country harness sports as a natural resource. Physical activity and sports are increasingly gaining recognition as low-cost, effective and simple means of attaining set development goals.

International sport federations, United Nations agencies, grassroots organizations and international non-governmental organizations (NGOs), over the past decade, have had sports as a tool for attaining peace and development. These efforts led the United Nations Inter-Agency Task Force on Sport for Development and Peace to conclude in 2003 that, in addition to sport's inherent benefits, well-designed sport-based initiatives inclusive of the best values of sport can be practical, cost-effective and powerful tools for achieving peace as well as development objectives.

Soft power according to Joseph Nye (2008) is the ability to get what you want through attraction rather than coercion or payments. As such a country should seek to use sports to encourage peace and promote their cultural heritage, history and show their national prowess and economic success. In hosting the 2008, Olympic in Beijing China, China, gained international recognition for its great civilization and rapidly developing society. Sport and

sporting institutions are increasing in scope, power and appeal. Sport indisputably is regarded as the most popular of leisure activities in the world. This is the case not only for youth and children, but also for women and men as coaches, players, leaders, spectators and administrators.

Sport, in its conventional form, is not a conflict preventative instrument. Instead the opposite is the case where sport's nature is said to be "a physical contest between people or teams with different goals". To ensure effective use of sport in peace building practices and also to control both impact and results, it is a must that we are aware of whatever we are doing. It is not sport alone but how sport is preserved and implemented that is key. The balance between using sport to attain peaceful coexistence and developing sport in its traditional form can be managed only through increased training of field implementers, planned and conscious implementation, concept development and increased research.

The widespread acceptance of games and sports by parents as well as the sport's popularity among children and youth, make sport a low entry point for social change. Projects can be labelled as leisure activities and bring about a change of attitudes and behaviour. It all relies on how one plays. This is the reason why appropriate training of coaches is so crucial.

During the post-election period, sports played a key role in reinforcing the healing process and national unity.

In early May 2008, the Kenyan Ministry of Youth Affairs and Sport indicated





that with the emergency reallocation of government funds to help the hundreds of thousands of displaced people staying in camps in the entire country. The lesson learnt in sports was that when children from various backgrounds are playing on the same team, ethnic as well as other differences which divide their older siblings and parents become harder to sustain and they are less inclined to hate the relatives of the teammates passing the ball to their own children; that sports provides children and the entire community with new and often better role models in the community.

Sport does not primarily aim to prevent conflict but rather initiates conflict. Every sport is usually based on healthy competition bidding opponents each trying to achieve a similar objective. Sport tries to facilitate constructive conflict through peaceful means, recognizing the fact that in the end losers and winners have to exist.

In order to assess in a more productive way the use of sport as a tool for building peace, there is the need to establish and interrogate the nature of the conflict in the different geographical regions and cultural setups one chooses to work in. Reflecting on a number of principles and common values that seem to guide majority of development projects and sporting activities working to address conflict issues before the program implementation is also important. There exists several examples of sport (and football in particular) actively being used as a means to create and to add fuel to conflicts.

There is no single method for conflict transformation or reconciliation since conflicts, it is said, are never one-sided

and that one would at no point dictate a single reason as to why conflict escalates to acts of hostilities or simply clashes. Peace building practices involve a wide range of activities aimed at reconstructing the economic, legal and social fabric of a society after a conflict. A good number of Non-governmental organizations are actively involved in different sectors including areas of peace building where they engage in signing accords aimed at addressing poverty, enhancing security, strengthening the political institutions and building infrastructure.

Sport as an international policy tool originated from local diplomacy first evident between Zanzibar and Tanganyika. This was before the two united to form Tanzania. At that period, two parallel sports clubs had developed during the inter-war years with one located in the islands of Zanzibar while the other was in Dar es Salaam. During these formative years, they began to develop exchanges between the two clubs.

The cultural exchanges that had at first involved football teams eventually saw the exchanges evolve into an annual broad sport festival between the islands and the mainland. As these ties developed, politicians came to handle these exchanges to ensure their continuation when funding became a hindrance. The exchanges achieved by virtue of sports came to represent the strengthening ties shared by liberation movements of the two countries. This was since there began to develop links between the ruling parties and their respective sports clubs.

Even though peace building efforts

should start early (also during conflict), basic security of people involved in the programs must be provided. Governments are tasked with the responsibility to demobilize former combatants. However, it is often the NGOs who are found instrumental when it comes to establishing programs for handing over weapons to prevent there further circulation hence more insecurity and also re-integrating former combatants into the society.

Community-based rehabilitation projects are required when it comes to rehabilitating former child soldiers back to society as it enables them obtain education, create opportunities for positive military careers and help them heal from war or conflict trauma. Sport, in its conventional form, is not a conflict preventative instrument. Instead the opposite is the case where sport's nature is said to be "a physical contest between people or teams with different goals". To ensure effective use of sport in peace building practices and also to control both impact and results, it is a must that we are aware of whatever we are doing. It is not sport alone but how sport is preserved and implemented that is the key.

The balance between using sport to attain peaceful coexistence and developing sport in its traditional form can be managed only through increased training of field implementers, planned and conscious implementation, concept development and increased research. Sport has many attributes that contemporary peace builders, or conflict transformers, want to leverage. It fosters social integration. It requires, in most cases, direct physical contact or at least direct communication.

LEADERSHIP, A DIMINISHING QUALITY



MR A M KIMEGA
KENYA PRISONS SERVICE

When looking for what leadership is? This becomes a truly uncertain search of Compassion meanings and illustrations that you will all agree can represent a classical to be appreciated. None the less, we may try wade off what we are certain it is not. Every sculptor is known to hew off chunks of wood before polishing the final product with a fine finishing. At least on this we may have a common sense of belonging.

What that is leadership not. Leadership has nothing to do with seniority or position in the hierarchy of an organization. We often have much talk about a leadership referring to the senior most executives in the organization. Leadership doesn't automatically happen when you reach a certain pay grade and position in society. Hopefully you find it there, but there are no guarantees. Oh how do we live on hope? Leadership has nothing to do with titles either, just because you have a title, doesn't spontaneously make you a leader. In fact, you can be a leader in your place of worship, your neighborhood, in your family, all without having a title. Leadership has nothing to do with personal attributes. We often think of representations from history, but leadership isn't an adjective. We don't need loud charismatic traits to practice leadership. And those with charisma don't automatically lead anyway. I am sure we can later search our near vicinities and find loads of traits that will equally fail. So then

if these powerful qualities we are banking up on are not what will make the world go round? What will?

Academia may define leadership based on common elements that we all agree on. Leading explained as having a vision and sharing it with others. Only when you get to inspire others, it is possible to share a common goal towards which to direct the efforts and devotion of the entire team. Non matter how remote that vision may be, sharing it, cuts off the rough edges of thought to become a practical people friendly sense of progress. With a vision then you must drive yourself and knows how to motivate better than anyone else; it is one of their main functions as people managers. Through motivation, the leader channels the energy and professional potential of their colleagues, in order to achieve the objectives. The leader has to position them self at the right place and be service of the team, and not the other way around. Group members must have and feel the support of their leader, the tools needed to do their jobs properly must be available to them; they must have recognition for their efforts and know that there is a person paying attention in order to correct bad habits. That is all part of a leadership which serves the team, and not the opposite. This does not come

by being always being the sweet person. Hard love is called on of all leaders. One of the basic qualities of any leader in seeking success is precisely emotional intelligence, that ability, often innate, that leaders put themselves in the place of others, understand their concerns and solve problems. Leaders know the secrets of their businesses and therefore can empathize with customers and members of their teams: that empathy gets to inspire and establish links that will ultimately lead to success. It comes with some prowess in your work less you fall into sympathy for your colleagues. Creativity is the art coupled with the need to be thorough will drive the business of any society or organization. Should be able to create an environment that will encourage all the members of their team to develop their skills and imagination, and a demanding leader will achieve great results. This is so they contribute to the common project and vision of the institution. If you want to lead successfully, respect the creativity of others and learn from the people around you; their ideas will surely prove to be positive for you. The leader must know how to listen, in order to know the needs of the people, and then provide the necessary

The leader must be at the forefront to lead and guide their team throughout the whole



process until the goal is reached. But besides being that “torchbearer”, leaders also know when to step back and make their team take the initiative. In this way, the team gets the chance to develop, both personally and professionally. Pure management focuses on the tasks, real leadership focuses on the people.

People management then remains what you need to tie up technical and learned skills that distinguish a good leader. Taking risks for the team is all in the game. Leaders are confident enough to make a decision, and if they make a mistake, the leader must have the courage to rectify, assume their guilt and take the right path, without blaming it on the team. Good leaders know how to get ahead of their time, they see opportunities where others can't and know how to spread the enthusiasm for their vision. Leadership will greatly seek continuous improvement, and have the ability to turn the people in their teams into stars. Jim Yong Kim then said, “No matter how good you think you are as a leader, my goodness, the people around you will have all kinds of ideas for how you can get better. So for me, the most fundamental thing about leadership is to have the humility to continue to get feedback and to try to get better - because your job is to try to help everybody else get better.” Does then leadership be the true aspiration of career progress and the satisfaction of work well done and appreciated?

In many incidences leadership around the world has been born of difficult situations. The existence of a void to be filled in unplanned time nor event. When things go wrong and there is no shortage of crises for effective political leadership. But faced with hard decisions about hard problems, government officials in many countries are opting for easy rhetoric or actions that might make them popular in the short term but do little to help their citizens in the coming future. What forms world powers then and many among even the small teams we belong. My guess is that societies are held up by fabric immune to the excellence of its leadership and more for the serving of their goal.

A great power is a sovereign state that is recognized as having the ability and expertise to exert its influence on a global scale. Great powers characteristically possess military



and economic strength, as well as diplomatic and soft power influence, which may cause middle or small powers to consider the great powers' opinions before taking actions of their own. While some nations are widely considered to be great powers, there is no definitive list of them. The unasked question of who then are small powers if they ever existed. As all states are sovereign! It will be understood that the sovereignty comes through to team members of none state societies and the mechanics is the same. The difference only found in publicity, and wider population interests. The sensitivity and effect though remain the same. For us all then we should treasure that Do we then get to a situation of opportunity or situational leadership?

Success to leadership is however not rocket science as there have been proven tracts of individual diligence that will by high chances deliver favorable results. Do we take it. That will be the question best buried deep in the history of times of most now day leaders. The reason we keep this dear secret then can only be of our ever unending selfish desires, the very element that should keep us away from leadership.

Leadership is an innate, instinctive quality that you do or don't have and as leaders we dictate what needs to be done and expect cooperation? How does the situation influence good leadership and what is the source of the leader's power. We just may recover some remains of eminence of governance.

Success to leadership is however not rocket science as there have been proven tracts of individual diligence that will by high chances deliver favorable results. Do we take it. That will be the question best buried deep in the history of times of most now day leaders.

CULTURAL SECURITY

Globalization has spread in the whole world, over time and by the rapid technological development, hence the world turned to be a small village. Sharing thoughts and information is done instantaneously by one mouse click. Thoughts have been transmitted among different sects of people and communities. Globalization policy and universal culture have prevailed over ancient civilizations.

Within this great technological development, the concept of “cultural security” appeared as one of the most important concepts to protect civilizations and peoples’ cultures. In addition, such concept declares its significance within the current events as an important method of countries’ policies such as economic, national, nutritional or even political security. It is considered as a strong weapon that encounters conservative terrorist groups that use disruptive thoughts, excessive violence, and endless wars to fight peoples’ civilizations. Therefore, cultural security is the self-defense line for individuals and the whole community that confronts domestic destruction endeavors by exploiting some classes that lack culture and thoughts to achieve external goals.

Cultural Security Concept

As culture is the sentimental and intellectual result of historical and geographic facts of a specific community, cultural security means to build a self-cultural ability that is able to resist and withstand disruptive thoughts, cope with current era, and rush toward the best and effective acts in human community.

Cultural security is an interactive positive notion that establishes a new perception of security based on culture. Such notion is used as needed to provide community’s intellectual and sentimental requirements by broadening understanding of individuals, increasing collective awareness, gathering facts, being ready to accept the others, and mounting the notion of citizenship. Cultural security is the right environment of peaceful coexistence that eliminates terrorism and all forms of crimes, hence it is a set of procedures, thoughts, rules, and laws that should be followed to achieve the inclusive concept of human development, approach intellectual ripeness of the community, and achieve safety and community stability.

Culture and National Security

Culture has its own significance in peoples’ life, because it is the foundation of people’s unity and cohesion, and it links between community’s sentiment and its intellect, thoughts, and belonging. If this connection is dissociated, therewith social relationships will be exposed to dissociation, and society is threatened by fragmentation, dispute, conflicts, and rupture. Hence, protecting culture, as a link among society individuals, is a sacred national responsibility, which is known by cultural security, which is never less important than political and economic security. Cultural security is responsible for protecting society’s values, concepts, doctrines, language, traditions, manners,



BRIG A A DERAR
EGYPT DEFENCE FORCE

and all elements that form its identity; and it is responsible for protecting generations from disruptive intellectual penetrations. Unsettling cultural security may be a goal that enemies seek to achieve to weaken these homelands, shred, and deprive them of what unifies and gathers them. Within this open space existed thanks to social media. Cultural security is more endangered, so parents are required to give their sons more guidance, care, pursuance, and fortification, especially in their early ages. The cultural heritage that is appropriate for one community is not appropriate for another because of different historic and geographic facts of societies; and that is what our youth should be aware of. Cultural security is one of guarantees of social, economic, political security, and subsequently national security.

Achieving cultural security depends on two main elements

(i) Pride of civilized cultural presence

It means that we should, in the beginning, achieve our own civilized and cultural presence, make it effective in our cultural and social movement, and use such civilized and cultural effectiveness to interact with other cultures. Our current problems are not because of the other cultures and their ability to get to us every time, but the wrong practices that lead to limit the cultural essence. Therefore, surpassing the dangerous and wrong effects of cultures that invade our societies and peoples is through making our culture free to prove itself. Giving the chance to self-culture by its symbols and thoughts is the strategic choice through which we can achieve cultural security notion. Hence, we allow self-culture to have its own natural prospect to defend its historical and social existence.

(ii) Openness and engaging in dialogue with contemporary cultures

Cultural security does not mean being covered under the past cultures rather than the contemporary cultures. . On the other hand, cultural security means embracing the self-civilization with accepting the civilized givens of the others, understanding human cultures movements, and benefiting of what suits us from the power elements. because being introverted and inward-looking towards the a certain era, its cultures and achievements is degrading self-presence as we live in the middle ages, and away from human’s achievements and science’s sequels and benefits.

Cultural security and Fourth Generation Wars

The inclusive notion of cultural security has an extreme significance in terms of the challenges that we face every day as a result of negative effects of globalization, the desire of major countries to control small states, or even the desire of modern countries that prepare themselves with science and technology to control countries that have historical



Egyptian security forces stand guard in Tahrir Square, Cairo. (Source: Internet)

civilizations and aboriginal cultures for their own interests. The significance of cultural security is protecting identity and loyalty by achieving security and stability in all aspects of life whether in one country or among countries of various interests and different attitudes.

Therefore, there are several endeavors throughout the history to efface monuments and destroy civilizations that did not find a shield to protect it from destruction and effacement. Such disreputable behavior toward civilizations and peoples' cultures was one of the most important methods used during wars in ancient times, and recently to gain desired victory and efface the other's identity, or seek a specific advantage till the term (Fourth Generation Wars) came into view. Such war is forcibly war that defeats the country, unsettles its stability, then finding conditions that serves foreign interests by using terrorist groups that profited malformed thoughts believed by some people, in addition to, poverty, illiteracy, and culture and ethics collapse in order to achieve goals and interests of several countries. So it demolished ancient civilizations of the Middle East, such as destroying Mosul Museum in Iraq, which

belongs to Assyria in 9th century B.C, Nineveh Wall in Mosul, which belongs to Assyrian Age, Green Church in Tikrit, which probably belongs to 7th or 12th century by ISIS Moreover, Taliban destroyed Buddha statues in Afghanistan in 2001. All these events are a definite proof of a new type of wars that target effacement of identity, civilization, and the history of these countries, in addition to foisting sectarianism and unjustified racism.

Working on stabilizing cultural security became an urgent and necessary demand to protect our existence and identity. War between a country and cultures is not a traditional war by familiar weapons, but it is a war on human development, a primarily psychological war, and a war intending powerfully to demolish civilization, habits, traditions, and culture. Unsettling cultural security became a method of the targeting countries that use such wars to impose its own strategies and will and manage its resources so as to protect its people and assure its presence. Cultural security has its own ways of needed defense against violating countries' material and human resources to reduce danger that targets countries' sovereignty, existence, and development.

War between a country and cultures is not a traditional war by familiar weapons, but it is a war on human development, a primarily psychological war, and a war intending powerfully to demolish civilization, habits, traditions, and culture.

NEW SCRAMBLE FOR NATURAL RESOURCES IN AFRICA

"These are features of a deepening process of globalization which has unleashed a new scramble for African resources and, to a lesser extent, markets."



MR M M OGONJI

NATIONAL INTELLIGENCE SERVICE - KENYA

The global scramble for natural resources is focused on the African continent, a region considered endowed with abundance of strategic resources. The continent is estimated to hold about 30 per cent of the world's mineral reserves while producing more than 60 different types of minerals, metals, and ores. At least 17 out of 53 African countries produced and exported oil by end of 2010. The recent discoveries of oil in Uganda, Kenya, Tanzania, Mozambique, and Liberia have elevated the continent's profile to new heights. While traditional Western development partners still dominate Africa's extractive sectors, emerging economies are being felt in the investment and consumption of Africa's natural resources. The abundance of natural resources provides immense opportunities if associated challenges can be mitigated. Appropriate policy responses to the rise of emerging economies in Africa are necessary to make sure that African people benefit from the exploitation of the resources.

The first scramble for Africa was European driven which eventually culminated into the 1884-1885 Berlin Conference on Africa where the partition of Africa was undertaken. The new scramble for Africa is more private sector-driven than foreign government-driven, although foreign governments frequently hide behind private

companies owned by their nationals. This scramble is about the continent's mineral wealth, for the benefit of the private foreign corporations and their home governments and not for African governments.

There is renewed interest in Africa's place in the global economy being influenced by the global run on natural resources such as oil and metals, geopolitical and geo-economics' shifts, and not least the recent framing of Africa as the last market frontier in the business world. Africa's political and economic demographics are changing due to the rise of new powers such as China, India and Brazil, who are offering stiff competition to old powers such as the United States, Britain and France over resources, markets, trade opportunities and political influence on the continent.

Despite its rich natural resource endowments, Africa is ravaged by poverty and underdevelopment due to limited institutional, legal, and human capacities which affect development and structural transformation of the society. These inadequate capacities are due to lack of linkages between mineral resource sectors and other sectors of economies, underutilization of resource rents to catalyze broad-based development and inequitable

sharing of resource rents between mining companies and host country governments.

The emerging economies are competing in Africa for minerals, oil, and land. These resources have accounted for the bulk of the trade growth between Africa and these countries, for example, China's investment in the extractive sectors have been facilitated by the Export-Import Bank of China, the China Development Bank (CDB), and its specialized agency, the China-Africa Development Fund (CAD Fund).

Sino-African trade and Chinese FDI in Africa have increased over the past decade in which they engage with the African continent as exhibited in Sudan and Zambia through a hybrid and context-specific that combines economic support with policies that contain both soft and realpolitik elements to 'secure the incumbency of African state elites'. Many of the larger Chinese firms investing in Africa are part of China's 'Go Global Strategy', whereby Africa serves as a testing ground for Chinese transnational corporations. Whereas China so far has mainly invested in the primary sector and regards Africa as a market for its products, India's interests in Africa is mainly in manufacturing and services sectors (e.g. information and communication technology), with less state involvement. However, India's diaspora population plays a significant role even though their interests do not necessarily converge with the interests of mainland investors. The Sino-Indian relationship with regard to Africa is exhibited by both collaborative and competitive posture while emphasizing the principle of non-interference. None of their investments have led to technology-intensive manufacturing that could spur the transformation of the economies in Africa.

This new opportunity in the Euro-American and Asian rush for Africa's resource wealth in the 21st century is based on the following seven factors: 1) Africa's strategic geographical location, 2) the ease of transportation, 3) the quality of Africa's oil, 4) an enabling legal environment, 5) non-membership in OPEC, 6) off-shore



exploration, and 7) the huge and unexplored resource deposit. Undoubtedly, the scramble has had the unfortunate effect of triggering corruption, environmental degradation and human rights abuses. It is a fact that corruption on a vast scale can adversely weaken any nation's economy, resulting in its eventual collapse. The domestic consequences of the situation on the State and its people are very palpable.

Countries such as Equatorial Guinea and Angola which are rich in resources have aligned themselves with old and new powers alike. This has led to the creation of a class of bourgeoisies with an overly corrupt and unequal society. It can be argued that increasing global demand for minerals, military interests, extractive 'FDI' and regional politics have transformed landscapes, fuelled conflicts and led to the marginalization of different social groups in Niger and the Great Lakes region. A new wave of deprivation catalysed by the increased demand for the production and/or export of biofuels, timber, food, flowers and fish, as well as by the appropriation of genetic resources has emerged. The looting of non-mineral resources across Africa has been fuelled by economic globalization due to changing consumption patterns and lifestyles in North America, Europe as well as in parts of the Middle East, Latin America and East Asia.

This new scramble is dominated not by the old colonial powers but by the United States and China and their companies, with many other emergent players. The new scramble has strengthened authoritarian states whose interests are not in economic development. While the new investments made and the employment created by these new players have made some progress, the new scramble for Africa is still largely replicating previous patterns of growth on the continent and showing tacit support for authoritarian regimes.

For the United States, its increased reliance on imported oil to meet its domestic demands forced it to turn to African countries and producers as alternative suppliers. At present, the US consumes one quarter of the world's oil output of which 13 to 18 percent is being met by Central and Western African oil producers. Consequently, the United States' Central Intelligence Agency (CIA) predicts that within the next 10 years the US will depend on African oil for 25 percent of its total consumption. This will largely emanate from Nigeria, Angola, Gabon and

Equatorial Guinea

The shift in policy towards exploiting African sources of oil led President Bush to declare that West African oil is the 'fastest growing source of oil and gas for American markets'. With an estimated \$17.8 billion dollars being spent on developing African oil in 2004 and an investment by US companies of between \$30 billion and \$40 billion in West and Central African oil fields over the past decade, it is not surprising that the US is seeking a more active role on the African continent.

Precisely what role the United States is playing on the African continent has created much skepticism and doubt. The dogmatic pursuit of democratization and good governance on the African continent

This new scramble is dominated not by the old colonial powers but by the United States and China and their companies, with many other emergent players. The new scramble has strengthened authoritarian states whose interests are not in economic development.

is marred by a willingness to engage with corrupt and neo-patrimonial African countries in search of energy security. For instance, US companies are involved in Equatorial Guinea, Nigeria, and the DR Congo, none of which are bastions of good governance and respect for human rights on the African continent. However, all three countries host crucial oil deposits. Furthermore, with oil prices increasingly rising and Middle Eastern security at an all-time tenuous position, the US war on terror is a viable cover for increased involvement with African countries. If Angolan or Nigerian oil supplies were to be interrupted

there would be very few replacements outside of the Middle East that could match their productive capabilities and exports to the US. Therefore, since the 1973 oil crisis securing US energy supplies has been a top priority in US foreign policy. This is followed by post-Cold War 'resource wars' being justified by the fight against terrorism and the proliferation against weapons of mass destruction.

The potential political outcome of the shifting strategic importance of Africa within the broader framework of US national security has dire consequences for the viable prospects of a peaceful continent. The drive by US to secure energy resources elevates the need for cheap and reliable resources as a prime foreign policy objective of the United States. Consequently, this takes precedence over the tenets of democratisation and good governance on the continent. As an example, the role of the United States in Nigeria has furthered the conflict emanating from the Niger Delta. The political implications of continued US involvement in Africa surround the increased military presence on the continent as well as the securitisation of oil resources. Tacitly, the US sees its access to strategic minerals as the most important aspect of its engagement in Africa. This calls into doubt the viability of democracy, governance and ultimately peace on the continent.

Africa's position in the new scramble differs from the previous one due to the fact that new actors including Chinese and Indian are more concerned with the extractive model of globalization rather than a productive and transformative one. The African governments must develop a more strategic approach to the new context of economic globalization taking into consideration the diversity of African states, which are not only just vehicles for personal enrichment, but also provide services to their citizens.

The African continent must shift its relationship with the emerging economies from one based primarily on natural resources to one that advances the continent's long-term economic growth and development trajectories. The prospects for long-term growth in African economies will depend on the transformation of their current production structures. Thus, African policymakers must identify and demand that the emerging economies focus on those investments that best contribute in the transformation of African economies.

FACTORS INFLUENCING THE IMPLEMENTATION OF HIV/AIDS POLICY IN THE WORK PLACE



MR M B R SAFARI

MINISTRY OF FOREIGN AFFAIRS - KENYA

Introduction

The effects of HIV/AIDS continue to be felt all over the world. In the recent past, about 33.3 million people have been living with HIV/AIDS globally; of these 15 million are in developing countries. 5.2 million access treatment and care while 2 million new infections occurred with sub Sahara Africa registering 1.8 million. UNDP reports that attitude towards those willing to care for relatives and communities they live with, improved from 84% in 2003 to 88% in the past two decades.

Kenya has the joint fourth-largest HIV epidemic in the world (alongside Mozambique and Uganda) with 1.6 million people living with HIV in 2016. In the same year, 36,000 people died from AIDS-related illnesses in Kenya. While this is still high, it has declined steadily from 64,000 in 2010.

The first case of HIV in Kenya was detected in 1984. By the mid-1990s, HIV was one of the major causes of illness in the country, putting huge demands on the healthcare system as well as the economy. In 1996, 10.5% of Kenyans were living with HIV, although prevalence has almost halved since then, standing at 5.9% by 2015. This progress is mainly due to the rapid scaling up of HIV treatment and care. In 2016, 64% of people living with HIV were on treatment, 51% of whom were virally suppressed.

Through a multi-sectoral approach, improvement of the quality of life for infected and affected persons is strengthened through treatment, care services, rights protection,

anti-retro viral treatment, capacity building, HIV/Tb linkage, continuum of care, strengthening home based care, nutrition counseling and supplements, reducing stigma and discrimination through advocacy and sensitization of community health workers.

HIV/AIDS has impacted negatively on all the sectors. The public sector in Kenya is not spared hence the formation of public sector workplace policy on HIV and Aids. It was reviewed to align it with the 2006 HIV and Aids prevention and control Act and it was also put as a critical factor to be addressed under vision 2030 (under its social pillar) to ensure a healthy population which is important in economic development.

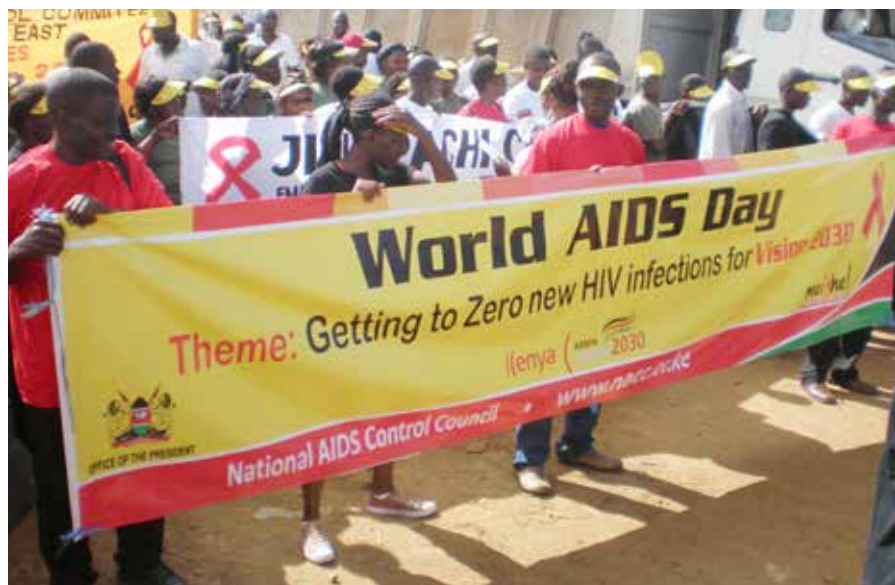
The policy hence provided guidance on how to deal with day to day HIV/AIDS related issues and problem that emerge at workplace. Employees rights, responsibilities and behavior change were expected though this policy. It further extends information on how to deal with HIV in realizing the Millennium Development Goals.

Aids control units were formed at the Ministerial, County and Sub-county levels. Other public entities with Aids Control Units (A.C.U.s) are state corporations and the military who oversee HIV and Aids activities at workplace level for employees. Under social pillar mainstreaming these A.C.U.s have addressed HIV and human rights,

HIV and gender with greater involvement of people living with HIV and AIDS. However, there are barriers to HIV and AIDS mainstreaming. There are perceptions that HIV is only a health issue. Culture and practices, inadequate data, competing priorities and responsibilities for A.C.U.s staff, limited capacity in terms of skills and infrastructure, inadequate staffing and high staff turnover, inadequate funding and wide program coverage area all affect these units and HIV management as a whole.

HIV and AIDS in the workplace is a great challenge to the public sector resulting in loss of skilled man power, absenteeism from work, cost of maintenance, low performance, increased stress and stigma. Due to this negative impact, the Kenya government realized that the importance of a policy framework on the pandemic is key in implementing effective programmes at work place. The success of this policy depends on its effective implementation and a coordinated effort of stakeholders.

HIV and Aids has cross-cutting issues and therefore necessary to be mainstreamed at all government administrative levels. Initially, and to some extent today, AIDS control units (ACUs) are mostly active at the national level (ministry headquarters). At the county and sub county level very few ministries or departments have functional ACUs. The notable departments with functional ACUs





are Kenya Police, Kenya Pipeline Company Ministries and Counties amongst the few.

There is very little information and statistics available on the implementation of workplace HIV and AIDs policy. However, the initial policy had bottlenecks in implementation. This saw revision of the policy to enhance the institutional capacity to handle HIV and AIDs related issues by supporting linkage with stakeholders.

The Ministry of State for Public Service of Kenya has been coordinating the implementation of Public Sector Workplace Policy on HIV and AIDS. The ultimate goal of the policy is to ensure that the Public Service is able to sustain the provisions of quality service despite the challenges posed by HIV and AIDS

Knowledge And Implementation Of Hiv/Aids Workplace Policy.

Knowledge is power. This may be achieved through training, workshops, awareness forums and general sensitization. Structurally, to achieve capacity building in order to implement HIV/Aids programs effectively and efficiently, the National Aids Control Council, the national HIV/Aids coordinating body, supports the public sector and line ministries to carry advocacy activities. The line ministries then have decentralized structures at the county and sub county levels. At the national, county and sub county levels there are Aids control units for respective public sector organizations which are manned by an Aids control committee. The committee mostly coordinates advocacy activities aimed at supporting the programs. In all these government structures NACC is not the only entity responsible for infusing knowledge to employees. Development partners provide resources to support trainings and key programmes.

Implementation of comprehensive workplace HIV/AIDS policies and programs through systematic technical assistance to workplaces on an ongoing basis will determine the success of each workplace policy eradicating and maintaining HIV/AIDs policies.

Attitude On HIV/Aids Workplace Policy

Attitude is clusters of assessed feelings and behavioral intentions towards a person, object or events. Attitude towards HIV policies has affected the war against HIV/Aids. It has been noted that stigma and discrimination remains a big impediment in realizing a free HIV society. To a greater or lesser extent, nearly everywhere in the world discrimination remains a fact of daily life for People Living with HIV and AIDs (PLWHAS). The former UN Secretary General, Ban Ki Moon once stated that stigma is a major reason why the AIDS epidemic

continues to impact negatively on societies all over the world. HIV and AIDS affects the fundamental human rights at work, especially with regard to stigma and discrimination of workers living with the virus and those affected. Evidently, there should be no discrimination and stigma of workers on the basis of real or perceived HIV status. Avoidance of stigma and discrimination in relation to workers living with HIV and AIDS is important to the success of efforts aimed at promoting HIV prevention. All employees have the same rights and obligations as stipulated in the terms and conditions of service. No employee or job applicant shall be discriminated against in access to or continued employment, training, promotion and employee benefits on the basis of their actual or perceived HIV status. Employees shall not refuse to work or interact with fellow colleagues on the grounds that the latter are infected or perceived to be infected. Such refusal shall constitute misconduct.

Stigma in Sub-Sahara Africa, has been associated to modes of transmission and one's morals. This has resulted in low access to anti retroviral treatment and care. Some organizations upon knowing one is HIV positive tend to enforce mandatory HIV testing, dismissal, transfer, refusal by the organization to give you a medical cover, and social isolation. This facilitates low work morale resulting in absenteeism and the rise to opportunistic infections. The constitution of Kenya protects the rights of all citizens against any form of discrimination. A HIV and Aids tribunal to fight against workplace stigma has been formed. Others in place are HIV and Aids Prevention Control Act (2006) protects employees living with HIV from unlawful dismissal due to their HIV status. Other laws like the Service Commission Act (revised 1985), Employment Act (2007) and Occupational Safety and Health Act (2007 protect employees living with HIV/Aids) (PSWP 2011).

Resources and implementation of HIV/Aids workplace policy

There is a key linkage between allocation of resources and implementation of HIV AIDs policies. If programmes are not supported with staff and finances, there will be negative results to unrealistic expectations. Funds for mainstreaming HIV and AIDS and subsequent implementation, should be mobilized through proper planning and budgeting. Additional resources should be mobilized through engaging development partners and key stakeholders. This can be through consultations and proposal development in order to achieve sustainable resource mobilization. Resources to help the fight against HIV/AIDS are important just like condoms and IEC materials. Therefore, it is important to avail these prevention commodities to enable implementation of work place policy.

Conclusion

The Primary challenge for Governments is that HIV and AIDs affects people mainly in the prime ages of 15 to 49 years who constitute the workforce. HIV and AIDS present the greatest challenge to the performance of Governments and has put immense pressure in the labour force. It has led to management succession problems, loss of skilled and experienced manpower due to deaths, loss of man hours due to prolonged illnesses, absenteeism, reduced performance, increased stress, stigma, discrimination and loss of institutional memories, among others.

The negative effects can be partially addressed through policy framework for the prevention, treatment, care and support of the infected & affected, and the ultimate solution is a change in behavior.

CROP INTENSIFICATION THROUGH LAND CONSOLIDATION: A TOOL TO FIGHT FOOD INSECURITY IN RWANDA



COL C M MUJUNI
RWANDA DEFENCE FORCE

Rwanda's economy largely depends on agriculture and more than eighty percent of Rwandans about 11.7 million of the population depend on farming as the total land area of the country measures 26,338 square kilometers. Although about seventy nine percent of the country's land is classified as agricultural, about 11 percent of the land represents permanent forest. According to the Ministry of Agriculture, the remaining land is covered with, marshlands and marginal lands in the hillsides where permanent and routine cultivation of crops is not tenable. Of the total arable land, 1.8 Million Hectares have been cultivated with food and cash crops and the remaining represents pastures and bushes. In 2011, food crops were grown on almost 1 million hectares during the most active season.

The overarching strategies of economic development and poverty reduction in Rwanda that envisions social transformation through agriculture focus on shifting from such subsistence farming to commercial oriented agriculture. The country's Vision 2020 strategy aspires to fundamentally transform Rwanda to a middle-income country. It envisions eradication of poverty and hunger as embarked in the Millennium Development Goals (MDGs) by effectively transforming the country's agriculture into a productive, high value, market-oriented sector, with forward linkages to other sectors of national economy.

Agriculture has been described as the engine of economic growth by the Comprehensive African Agricultural Development Program (CAADP) of the New Partnership in African Development (NEPAD). It recognizes agricultural intensification through sustainable land management as one of the key strategic pillars.

Accordingly, in 2005, the government of Rwanda introduced Organic Land Law which stipulates that the State is responsible for managing the state land in the public interest and with the objective of supporting economic development and social welfare. The Organic Land Law gives the Minister of Agriculture, in conjunction with local authorities and the respective residents, the authority to approve the consolidation of the use of small plots of land in order to improve land management and productivity. The law further requires that while each landholder retains his or her individual rights to the land, he/she should ensure that procedures for land use consolidation shall respect the order of the Ministry of Agriculture and Animal Resources (MINAGRI) which determines the modalities for land use and consolidation.

Since the scope of physical expansion of cultivable land area is limited, the government of Rwanda has opted for proper utilization of land in order to address food security for the rapidly growing population. To help manage the farm lands with an objective of supporting economic development and social welfare, Rwanda's Organic Land law endorses the consolidation of the use of small plots of farm lands in order to improve land management and agriculture productivity.

Ministry of Agriculture and Animal Resources (MINAGRI) has embarked on a simplified land use consolidation model whereby farmers in a given area grow the priority food crops (maize, rice, wheat, Irish potato, cassava, soybean and beans) in a synchronized fashion while keeping the citizens land rights intact. Although consolidation is voluntary, it is a pre-requisite for availing the benefits such as subsidized inputs under Crop Intensification Program (CIP), a revolutionary flagship

program promoting food production.

According to the Ministry of agriculture, since the introduction of Crop Intensification and Land Consolidation Program in 2008, the total area under land use consolidation has increased by 18 fold from 28,016 Hectares in 2008 to 0.8 Million Hectares in 2011. The consolidated production of priority crops under CIP has also brought significant increases in food production, maize by 5-fold; wheat and cassava by about 3-fold; Irish potato, soybean and beans by about 2-fold and rice by 30 percent. Interestingly, the productivity in consolidated land areas has consistently been higher for maize and wheat. This has caused a paradigm shift from producing enough to producing surplus thus placing the country's vision for market-oriented agriculture on track.

Land use consolidation is a multi-sectoral endeavor and approach. Although the technical plan for land use is drawn by MINAGRI, it is implemented in conjunction with local administration authorities. Based on the agro-ecological potential and the land area available in each district, the Crop Intensification Program estimates the consolidated area that can be grown with priority crops in each district. Through negotiations with district authorities, targeted farms are agreed and captured in the performance contracts of the respective districts. The district and sector agronomists and other field officers in the cells then mobilize the farmers for growing the priority crops in a consolidated fashion.

The priority food crops in Rwanda include maize, wheat, rice, Irish potato, cassava, soybean and beans. To a great extent, the volumes of production of these food crops determine the levels of food security in Rwanda. Based on the adaptability of the priority crops to the various agro-climatic zones in the country, farmers are advised to grow crops in a consolidated fashion. In a synergistic approach, inputs such as seeds and fertilizers are distributed to farmers who engage in land use consolidation. Consolidated use of lands allows farmers to benefit from the various services under CIP such as inputs (improved seeds, fertilizers), proximity extension services, post-harvest

handling and storage facilities, irrigation and mechanization by public- and private stakeholders.

Through implementation of land use consolidation, Crop Intensification Program has significantly increased the total production of food crops has increased for about five-fold compared to the base levels in 2007 a year before the program started. Such outputs have transformed Rwanda from a list of food insecure countries to a country with improved food security. The program has provided the much-needed foundation for a positive change in Rwanda's agriculture development. Thus, CIP appears to be on its upward trajectory towards the national objective of producing the predicted needs of a growing population of Rwanda. The large increases in production of food crops in consolidated areas have created large supply of food in local and regional markets. The table below shows the tremendous increase in consolidated land for food production of prioritized crops

Crop	2011	2012	2013
Maize	208800	261000	286412.5
wheat	45718	57147.5	62862.25
Rice	16000	18000	20000
Irish potatoes	201561	251148	277145.1
Cassava	203741.4	240979	305613
Beans	332285.6	418610.9	481402.6

Source: MANAGRI PORTAL

in three years based on Ministry of Agriculture statistics.

The seasonal production in some high production areas is more than the local demands in the respective areas. In such areas, the government and the World Food Program (WFP) purchase of the food in order to avert wastage. Under the Purchase for Progress (P4P) initiative, WFP has purchased large amounts of food which earned a sizeable amount of money to the economy of Rwanda. The large-scale production of food crops has also prompted the construction

of storage facilities in several places. The government also has been actively engaged in creating a strategic food grain reserve so as to redistribute the food crops in other needy areas and seasons of scarcity. Furthermore, the high production has also evoked strong interests amongst private entrepreneurs in service provision, trading, marketing and agro-processing in rural areas.

Rwanda's Crop Intensification Program (CIP), which promotes land consolidation, crop specialization, and increased fertilizer use, is one such an example of land management. Since its launch in 2007, Rwanda has experienced impressive agricultural growth. Total production of CIP priority crops including maize, beans, cassava, rice, wheat and Irish potato expanded around 160 percent during 2007–14, largely driven by yield growth, and displacing non-prioritized crops.

As Rwanda winds up activities under its third Strategic Plan for the Transformation of Agriculture (PSTA III), it is timely to consider the impact of land consolidation activities, a major component of its development strategy, on food consumption outcomes, which in turn sheds some light on its anticipated food and nutritional security impacts. It is evident that land consolidation in the Rwandan context has had significant impacts on household food consumption trends, and hence macro and micronutrient availability.

The crop intensification program continues to be the main driver of crop production for ensuring food security and self-sufficiency. The program included land use consolidation, the proximity advisory and support services comprising improved seeds and inorganic fertilizers distribution. It also involves extension services through farmer to farmer approach when different members of a given community worked on the principle of cooperatives or farmers groups to sit together and agree on what they were going to grow in the season.

Finally, the overall implementation of CIP has significantly improved the food security status of the Country. Land Use Consolidation has been a major driving factor to this achievement. In terms of daily energy availability, 21 out of 30 districts were qualified vulnerable to food insecurity in 2007, while in 2011, all districts were judged food secure on basis of this criteria. Results from the crop assessment for the season 2013 tend to show a much more increase of per capita production and availability of energy, proteins and lipids.



Gen Patrick Nyamvumba calls upon the residents to work with RDF through its Citizen Outreach Programme for the country's development **Source: RDF website**

TOXIC LEADERSHIP



COL S K SAEED
KENYA NAVY

In Steven B. Sample book “the Contrarian’s Guide to Leadership,” it has the following idea, “The very concept of leadership is elusive and tricky. It is hard to define in a way that is satisfactory to everyone, although most people believe they know it when they see it.”

$$EL = f(L, F, S)$$

Effective leadership is a function of the leader, follower, and the situation

There is not one consistent definition of toxic leadership and “Crafting even a rough definition of toxic leaders is a major challenge.” Toxic leaders “provide superiors with impressive, articulate presentations and enthusiastic responses to missions. Simply put, they produce results. Although it can be argued that these results are short-lived and ultimately damaging to the organization. In an effort to achieve a desired result, organizations and followers may tolerate a toxic leader and the effect he or she may have on the organization.”

Jean Lipman-Blumen provides the most descriptive and inclusive definition of toxic leadership as “Leaders who engage in numerous destructive behaviors and who exhibit certain dysfunctional personal characteristics. To count as toxic, these behaviors and qualities of character must inflict some reasonably serious and enduring harm on their followers and their organization.” Toxic leaders are defined

as leaders who participate in destructive behaviors and demonstrate signs of dysfunctional personal properties. It helps to understand toxic leadership using this definition.

There are about nine characteristics of toxic leaders: insatiable ambition, arrogance, cowardice, egotism, incompetence, lack of integrity, maladjusted, malcontent, and malevolence. In describing toxic leaders, Jean Lipman-Blumen, said “leaders may exhibit higher or lower levels on any of these qualities.” This means by demonstrating one or more of the above characteristics doesn’t qualify one to be a toxic leader, but could create a toxic environment that damages the organization. In Colonel Box publication titled “Toxic Leadership in the Military Profession” he states that, “toxic leader’s self-confidence, magnetic enthusiasm and unrelenting drive to attain prestige and power enable them to climb the rungs of power and to be effective in some aspects of leadership.” J. Lipman-Blumen supported this idea with a reminder that it is improbable that we will find saints in the military.

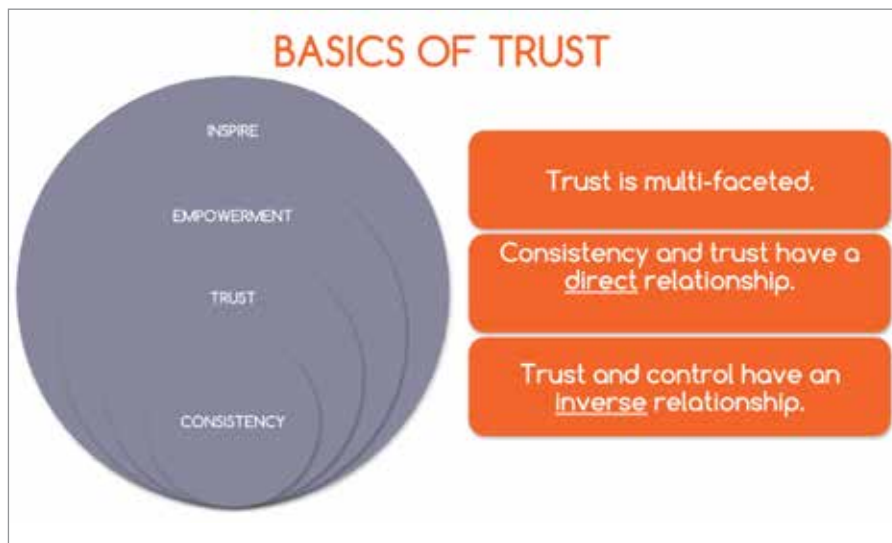
“Do not look for saints among formal

leaders. Saints rarely seek elected or appointed office. They seldom enter the rough-and-tumble of politics or the corporate world. Nor are we likely to encounter saintly leaders in the spit and polish of the traditional military.”

Each leader has the potential for toxic leadership, because even beloved leadership representations can show weaknesses. The potential for toxic leadership, however, does not change the environment, but it is when leaders actually realize this potential and show toxic behaviour. The military is an institution based on values and toxic leaders undermine institutional values by redefining the objectives of the institution and attaching importance to them. According to A. Reino and M. Vadi, “Organizational values reflect the beliefs and understandings of individuals or groups about the means and ends of the organization.”

Research suggests that toxic leaders behavior can rationalize or excuse negative behavior within the group and set a new “toxic” set of standards. K. Wilson-Starks stated that, “Some members may come to see toxic leadership as normal, and conform





willingly. These will be groomed to be the next generation of toxic leaders.” Military standards are laid down in regulations and standard operating procedures aimed at standardizing the task or system at hand and less at people or organizations. Power resides in the military at senior levels, and middle managers are task-oriented, mission-oriented and results-oriented. Mission success is the primary motivation of the leader and relationships are secondary. Tactical leadership requires skills that directly influence subordinates and deliver results. Participatory forms of leadership are encouraged, but as situations change, authoritative forms may be necessary.

Military members rely on each other not only for the success of routine missions, but also for life or death in combat. If organization members perceive that they are not valued or unfairly treated, they are more likely to disengage or feel alienated in the team. If organization members perceive that they are not valued or unfairly treated, they are more likely to disengage or feel alienated in the team. Teams use standards to protect the group from chaotic behaviour, increase efficiency and differentiate themselves from other groups and promote trust by outlining acceptable behaviour. In the military, trust is the holy grail of leadership and is essential for teamwork. According to P. Lencioni “trust is the confidence among team members that their peers’ intentions are good, and that there is no reason to be protective or careful around the group.” Toxic leaders

exhibit hostile and abusive behaviors, demonstrate a complete disregard for subordinates, and lead through iron-fisted control. These behaviors are detrimental to building team trust and ultimately damage the organization and its culture by redefining the way members interact and behave toward one another.

Toxic leaders do not inspire organizations with initiative– they alternatively inspire the wrong type of initiative. They can supervise or micromanage teams and

Toxic leaders do not inspire organizations with initiative– they alternatively inspire the wrong type of initiative. They can supervise or micromanage teams and discourage individual initiatives or create an environment that encourages destructive actions in subordinates.

discourage individual initiatives or create an environment that encourages destructive actions in subordinates. As toxic leadership begins to degrade the values and trust in the culture of the organization, abuse or harassment of employees can increase. Harassing behavior can include hazard, ostracism, misleading statements, threats and physical violence in extreme cases. According to General M. Dempsey, Chairman of the Joint Chiefs of Staff, incidents of hazing and bullying “undermine our values, tarnish our profession, and erode the trust that bonds us.” Harassment in the workplace can have serious effects on employee morality and job satisfaction by creating a toxic culture that rewards bullying or mobbing and devalues civilisation and mutual respect.

Toxic leaders survive by disguising their conduct and, at least in the short term, producing results for the organization. Unfortunately, the true nature of the toxic behavior shows that organizational damage is widespread for the organization. According to Kusy and Holloway, “recognizing that you have a toxicity problem in your team or group means understanding that complaints to you may not be consistent with your impression.” Toxic leaders do not spontaneously occur, they need a culture and a system to support and empower them.

Toxic leadership damages the culture of the organization by violating the legitimate interests of the organization and by reducing its members’ commitment and motivation. The negative results of toxic leaders create lasting and enduring harm to the culture and climate of the organization. Each organization has a distinct culture, which distinguishes it and guides all its members. Culture affects how people feel about the organization and how they react with each other. How an organization reacts or takes measures to prevent the effects of toxic leadership can directly affect the degree of damage. By regulating moderating behavior and improving organizational governance methods, military leaders can reduce incidents of out-of-value behavior by organizational members and reduce or eliminate toxic behavior between leaders and subordinates.

THE CONCOURS D'ELEGANCE: THE KENYAN EXPERIENCE

The Concours d'Elegance, that is French, meaning competition of excellence, is considered a car competition that dates way back into the seventeenth century in France. Initially at that time, the French aristocratic class paraded horse-drawn carriages but presently, the show has advanced to a competition of classic and vintage cars and motorcycles (including sports versions). The Kenyan Chapter of the event is known as the CBA (Commercial Bank of Africa) Africa Concours d'Elegance, organized by the Alfa Romeo Owners Club (Kenya) and is held annually every last Sunday of September at Nairobi's Ngong Racecourse. The event is open to all makes and types of cars and motorcycles with a restriction of the total entrants to 70 and 40 respectively. The event is always a crowd puller which not only attracts motoring enthusiasts but has also become a favorite annual family outing. The event which will now be on its 49th year is rated the classiest motor show on the Kenya Motor Sports Calendar of Events.

The Concours d'Elegance shows in which all cars and motorcycles are judged for their paintwork, condition, preparation and authenticity have wide-spread popularity. These events range from the World-famous shows such as the Pebble Beach Concours, to other worldwide events staged by various automobile clubs. During the competition, the main responsibility of the judges is to carry out fair assessment of all entrants in order to produce the highest standard of competition. This is considered in terms



COL C N MATHENGÉ
KENYA ARMY

of the cleanliness and general condition in relation to the best quality classic and vintage car and motorcycle though additional points are earned based on age.

It is important to appreciate that traditionally, the judging at Concours d'Elegance is much more demanding than that of ordinary motor shows. Trained judges selected by the organizers scrutinize the competing cars and motorcycles thoroughly in their entirety. When it comes to showcasing, unless it is original, modifications are generally not allowed and it is recommended that the components must be suitable for the given model and make of the particular automobile. The intention is to present a vehicle or motorcycle that is in the same condition that it initially was when it left the Production Line.

Classes of vehicles are generally arranged by type, manufacturer, and country of origin, age, ownership and history. All the prospective entrants must submit an application for each car or motorcycle and also specify the field in which it is selected. It is important to note that when it comes to Concours d'Elegance cars and motorcycles, they are often driven for very limited distances to minimize wear and tear so that they remain well maintained and in tip top condition.

The Concours d'Elegance has Africa continental status for motorbikes, cars, and other automobiles. Some of the Countries in Africa that have featured and performed very well in these shows include South Africa, Uganda, Tanzania, Egypt, Libya and Kenya. The competition usually begins with a thorough assessment of the underside, followed by external checks on the type of finish on the bodyworks, interior including boot, engine, age, roadworthiness and the aesthetics of the vehicles. Assessment of motorcycles is also done in a similar manner.

On a bright day at Nairobi's Ngong Racecourse, cheerful spectators, classic and vintage cars, magnificent motorcycles and dedicated officials gathered for the annual edition of the Concours d'Elegance on Sunday 30th September 2018. The fun filled memorable event sponsored by Commercial Bank of Africa was the 48th in the annual series and themed Aladdin and the Magic Rides. The programme for the day included a lot of fun fare, starting with a spectacular free fall parachute drop. The spectators were



Primer Sensitivity Lab Test.



Live Firing Ballistics Lab Test.

thereafter able to split themselves between watching the judging of the classic cars and motorcycles and visiting the motor trade stands which were exhibiting latest



Source: Courtesy of Khusoko

models of selected cars and motorcycles. In addition, there were other attractions such as the Classic Car Sale, Heritage Collection, and Kids Zone. The prize giving ceremony was preceded by an exciting event which involved viewing a procession of the competing cars and motorcycles driving past the main Racecourse grandstands. The tussle for the top position was also nail biting considering the winner and second runners up were separated by just one point in a very close battle winner.

The 48th CBAAfrica Concours d'Elegance 2018 title was scooped by an immaculate 1934 Rolls Royce Boatail owned by Veronica Wroe, who made history by becoming the



Source: Author

first woman in the history of the competition to clinch the title. Her immaculate Rolls Royce won hearts of many spectators. The 48th CBA Africa Concours d'Elegance 2018 was a thrilling fun filled event of pure enjoyment for all those who participated either as competitors or spectators, hence a memorable Kenyan experience.

ENVIRONMENTAL CONSERVATION THROUGH PLANTATION ESTABLISHMENT AND LIVELIHOOD IMPROVEMENT SCHEME IN KENYA



MR M GICHERU

MINISTRY OF INTERIOR AND COORDINATION OF
NATIONAL GOVERNMENT - KENYA

Forests and climate are interlinked. Trees play a major role in the carbon cycle on our planet. Cutting down forests affect carbon absorption while carbon stored in destroyed trees is released into the atmosphere. Deforestation is a major factor

in global climate change. Despite concerted efforts to conserve forests, large tracts of tropical forests, which hold a vast amount of carbon, are still being lost in the Amazon, central Africa and Indonesia while increasing temperatures are fueling huge fires in forests in many parts of the globe. By conserving forests, carbon emissions can be reduced and hence mitigate against climate change.


According to the United Nations' Food and Agriculture Organization (FAO), 2018 an estimated 18 million acres (7.3 million hectares) of forest are lost each year. Restoring forest landscapes helps enhance climate change mitigation and adaptation. As a measure to reverse the current trends, the International Union for Conservation of Nature(IUCN) through Bonn Challenge have embarked on a global effort to bring 150 million hectares of deforested and degraded land under restoration by 2020 and 350 million hectares by 2030.

"Anybody who doesn't see the impact of climate change is really myopic. They don't

see the reality. It is so evident that we are destroying Mother Earth. This is not the problem of one country or a few countries. It is the problem of mankind. We need to work together to stop this. Otherwise, the future generations will simply disappear". Juan Manuel Santos former Colombian President.

The effects of climate change are evident and therefore the United Nations Sustainable Development Goals number thirteen (13) calls for urgent action to combat and its impacts. Locally, Kenya's development blueprint, Vision 2030, envisions a nation that has a clean, secure and sustainable environment. This can only be achieved through enactment of environment-related laws for better environmental planning and governance.

Kenya's forest cover has continued to dwindle over the years owing to uncontrolled human activities which have caused a lot of harm to the environment. Excisions and encroachment on gazetted forests for agricultural activities due to population



pressure has led to massive depletion of forest resources. Uncontrolled illegal logging, charcoal burning and frequent forest fires have also exacerbated the problem.

A report of a taskforce formed in February 2018 to inquire into forest resources management and logging activities in Kenya estimates Kenya's forest cover to be about 7.4% of the total land area which is far below the recommended global minimum of 10%, while closed canopy forest cover currently stands at 2% of the total land area compared to African average of 9.3% and a world average of 21.4%. Despite this bleak situation, there is still rampant exploitation of woodlands and forests, further depleting the existing forests. This trend, if not checked, will adversely affect the government's Big Four (4) Agenda that targets food and nutrition security, affordable and decent housing, universal health care and manufacturing.

In order to address uncontrolled exploitation of forests, the government on 24th February 2018, declared a moratorium on logging in public and community forests for a period of ninety days to allow for assessment of the management of the forest sector. The ban was later extended for a further period of six months – up to end November, 2018. This drastic action (moratorium) was taken after the Parliamentary Committee on Environment called for the formation of a multi-agency team to undertake an assessment of the country's forest cover. The task force (Taskforce to Inquire into Forest Resources Management and Logging Activities in Kenya), undertook to determine the scale of illegal logging, destruction, degradation and encroachment of public and community forests, water towers and other catchment areas, as well as the associated impacts.

As a measure to control the widespread destruction of forests in some parts of the country, the Kenya Forest Service had earlier, through the Plantation and Enterprise Division, embraced a participatory approach in forest conservation through re-afforestation activities in various parts of the country. The program, Plantation Establishment and Livelihood Improvement Scheme (PELIS), has contributed to rehabilitation of large tracts of forest land through re-afforestation, conservation of indigenous trees like red cedar, and community empowerment. Plantation Establishment and Livelihood Improvement Scheme is a system that

allows forest adjacent communities, through Community Forest Associations the right to cultivate agricultural crops during the early stages of forest plantation establishment. Cultivation is often allowed to continue for 3 to 4 years until tree canopy closes. PELIS scheme is meant to improve economic gains of participating farmers while ensuring success of planted trees. Implementation of PELIS has had a positive micro climate changes.

This has been implemented in line with the Kenya Forest Service Act 2005 Article 45/46, which allows community participation in the conservation and management of state and local authority forests. The Plantation Establishment and Livelihood Improvement Scheme was introduced in 2008 with the objective of fully rehabilitating and protecting forests and improving the livelihood of the communities living near forests. The Scheme aims at increasing forest cover and restoring degraded forest in the country. Forest Adjacent Communities (F.A.C) benefit from the scheme where they are allocated plots in which they plant and nurture tree seedlings and grow crops for three to four years when tree canopy prevent proper growth of crops, then a new forest block is opened and the system is repeated. The scheme is implemented through Community Forest Associations (C.F.A) which are mandated to protect, conserve and manage forests, protect sacred groves and protected trees, and assist the Kenya Forest Service in enforcing the provisions of the Forest Act. The Scheme, unlike the farmers 'shamba' system, is strictly nonresidential – farmers are only allowed to cultivate while residing outside the forests. The scheme has been very successful in forest conservation and has impacted positively on the economic and social status of the members of the community forest associations. The benefits include:

Forest conservation: Through the scheme, the Kenya Forest Service has been able to establish forest plantations in the country. There has been higher tree seedling survival owing to the participation of CFAs in nurturing the saplings as they cultivate their crops. Plantation establishment has also contributed to increased forest cover which is in line with Kenya's Vision 2030 goal of increasing forest cover.

The Scheme has led to low plantation establishment costs as participating farmers offer free labor during planting and seedling

nurturing. The scheme has the following benefits:

1. Food security: Participating farmers are allowed to cultivate agricultural crops during the early stages of plantation establishment – food production has increased in areas where the programme has been implemented.

2. Employment opportunities: Members of the CFA are always engaged in the allotted plots while the Kenya Forest Service involve the youths in the management of tree nurseries hence providing them with income.

3. Economic empowerment: Sale of farm produce from the forests is a major income to farmers who participate in plantation establishment scheme.

4. Improved education standards: The sale of farm produce and employment opportunities has empowered farmers who are able to pay school fees for their children. This has reduced school dropout rates and illiteracy levels in line with the Vision 2030s goal of increasing access to education, improving the transition rate and raising the quality of education.

5. Improved housing: Income from the PELIS activities has enabled participating farmers to improve on their housing. Decent houses have been constructed in zones where PELIS is practiced owing increased income and availability of building materials.

6. Improved security: Crime rate has decreased since most the community members are engaged in productive activities like food production, sale of tree seedlings and employment.

These activities have benefitted the members of the community forest associations both economically and socially. Other benefits include collection of medicinal herbs, harvesting honey, fuel wood, grass harvesting and grazing.

"Until you dig a hole, you plant a tree, you water it and make it survive, you haven't done a thing. You are just talking" Prof. Wangari Maathai - 2004 Nobel peace Prize laureate.

The Plantation Establishment and Livelihood Improvement Scheme has greatly helped reduce forest destruction, contributed to increase in forest cover and greatly improved the livelihoods of Forest Adjacent Communities (FACs). For the initiative to have greater environmental impact, all stakeholders need to adhere to all rules and regulations governing the programme.



National Defence College HQs.



NATIONAL DEFENCE COLLEGE

P. O. Box 24381- 00502,
NAIROBI, KENYA

Tel: +254 (020) 3883549, +254 (020) 2606230

Fax: +254 (020) 3883552

Email: info@ndc.go.ke

Website: www.ndc.go.ke