The Roméo Dallaire Child Soldiers Initiative: 2015 Uganda – Prevention of the Use of Child Soldiers Project
The Roméo Dallaire Child Soldiers Initiative
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About the Dallaire Initiative

Based at Dalhousie University in Halifax, Canada, the Dallaire Initiative maintains strong connections and partnerships with national, regional and international bodies. The Dallaire Initiative is also an associate member of Watchlist on Children and Armed Conflict, a supporting entity of the 100 Series Rules on the Use of Force (RUF), and a contributor to the Human Rights at Sea initiative.

The Dallaire Initiative’s training program and publication: “Child Soldiers: A Handbook for Security Sector Actors”, are the only resources of their kind providing practical guidance, strategies and tactics for security personnel encountering child soldiers. No country or regional organization – from the United Nations to the African Union, European Union or NATO – has yet developed coherent policies, formal doctrine, substantive practical guidance, tactics, techniques and procedures on how security forces should deal with child soldiers.

Recognized by the United Nations as a subject matter expert, the Dallaire Initiative’s training and research is changing the way security personnel – military, police, prison guards, and peacekeepers – conduct their operations on the ground.

Founded by LGen Roméo Dallaire (Ret’d), former force commander of the United Nations Assistance Mission for Rwanda, the Roméo Dallaire Child Soldiers Initiative (Dallaire Initiative) seeks to progressively end the use and recruitment of child soldiers through a security sector approach. We frame the issue of child soldiers as a specific security concern and base our work on the experiences of military, police, children and communities who have been affected by conflict. We translate these experiences into our research, training, and advocacy to give depth and reality to our work and achieve our ultimate vision - a world where children are no longer used as weapons of war.

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Country Background – Uganda

Uganda is an East African country that shares borders in a region, which continues to be plagued by violence. The Anti-Balaka and ex-Séléka armed groups in the Central African Republic; the Allied Democratic Forces (ADF) in the Democratic Republic of Congo; and the White Army and SPLA in South Sudan continue to create instability in the region and remain listed on the UN SRSG for Children and Armed Conflict’s annex for the recruitment and use of children (SRSG CAAC, 2015). The Lord’s Resistance Army (LRA) may no longer be active in Uganda, however it continues to spread terror across the Central African region. The UN special representative of the secretary general for children and armed conflict noted in its 2015 report that 180 children, boys and girls, continue to be resettled in their home communities in Uganda, South Sudan, the Democratic Republic of Congo and Central African Republic (SRSG CAAC, 2015). Further its reports find that 13 children have been recruited by the LRA in the Democratic Republic of Congo and another 43 cases of abduction of children have occurred in the Central African Republic and the Democratic Republic of Congo (SRSG CAAC, 2015).

Uganda has become a peacekeeping leader in East Africa supporting African Union missions to neighbouring states including the Democratic Republic of the Congo, South Sudan, Central African Republic and Somalia. However the growing threat of terrorism in East Africa from armed groups such as al-Shabaab, Al-Qaida and affiliates – armed groups known for their use of child soldiers - threatens regional stability and internal security and has increased the flow of refugees and internally displaced persons in the country. Uganda’s leadership and influence as a peacekeeper on the continent must continue to be strengthened with positive capacity building to create peace for the region.

It could be argued that the Uganda Peoples’ Defence Forces (UPDF) has more experience engaging child combatants than any other national army in the world. Since 1986, it has been in near constant struggle with the Lord’s Resistance Army (LRA), the pseudo-Christian fundamentalist rebel militia that has abducted and deployed some 60,000 Ugandan children in its fight against President Yoweri Museveni. The learning curve has not been gentle; as a rule, the LRA has pursued strategies that are explicitly designed to challenge the moral fortitude of Ugandan officers at every juncture – strategies that would invariably test any professional military in existence. Despite the significant challenges associated with having to confront such force, the UPDF has demonstrated tactical and operational innovation, as well as a keen interest in concluding the conflict as swiftly and humanely as possible.

On 6 May 2002, the Government of Uganda acceded to the Optional Protocol to the Convention on the Rights of the Child on the Involvement of Children in Armed Conflict. This act signaled to the international community that Uganda has committed to holding criminally responsible all persons within its jurisdiction who recruit and use children under the age of 18 in armed conflict. More recently, Uganda has begun to position itself as one of the most prominent military actors on the African continent. The country has contributed peacekeeping troops to the African Union (AU) mission in the Central African Republic and has been the single largest contributor to the UN-mandated African Union mission in Somalia, with Ugandan officers comprising over one-third of the 17,600-man intervention. UPDF is also at the forefront of developing AU peacekeeping capabilities.

Uganda has collaborated in the training of some 3,600 Somali soldiers, since 2010, as part of the European Union military training mission in Somalia (EUTM Somalia) in order to contribute to strengthening the Transitional Federal Government (TFG) and the institutions of Somalia. Uganda has also been an active member of the East African Standby Force, the International Conference for the Great Lakes Region and is the lead in the AU’s regional task force for the LRA. Additionally, it is a major player in South Sudan through its bi-lateral agreements with the South Sudan Government.
Background to the Uganda Project

During the past several years, the Dallaire Initiative has established connections with UPDF senior leaders, including: Colonel Dick Prit Olum, the Former Force Commander of the AMISOM mission in Somalia and former head of operations for the AU’s special LRA task force; Brigadier Wills, Chief of Training, and General Katumba Wamala, the UPDF Chief of Defence Forces and Brigadier General Matthew Gureme, Chief of Staff of the Uganda Rapid Deployment Centre. The Dallaire Initiative had trained some members of the UPDF, in partnership with the United Nations Institute for Training and Research, as part of a regional training at the Rwanda Peace Academy in November 2012. At this time the Ugandan personnel were among the most active participants, providing invaluable anecdotal contributions about their experiences in facing child soldiers used by the LRA, to the benefit of all other officers in the room.

Through the training experience in Rwanda, the Dallaire Initiative continued to stay in contact with the UPDF personnel who attended the course. Despite their experience with the LRA, the Ugandans were also very clear that they wished they had received the Dallaire Initiative training and assistance to give them preparation for these encounters and not ad hoc solutions. In January 2014, Dallaire Initiative Executive Director, Dr. Shelly Whitman, was asked to attend a regional conference in Kampala on the impact of the LRA in the region. It was also an opportunity to follow up with UPDF regarding the possibility of beginning a national level training project in Uganda. Discussions with the UPDF were very encouraging and positive and led to key contacts of the higher command. With the support of the Carnegie Corporation of New York, the Dallaire Initiative developed and executed a one year national project with the UPDF to build local training capacity to prevent the use of child soldiers.

The benefits of partnering with the UPDF through this project were multifold:

- The Dallaire Initiative would have access to significant qualitative research on the UPDF experience and knowledge on the issue of child soldiers that could help strengthen training and prevention measures.
- The UPDF personnel, trained through the program, would be better equipped to face child soldiers in the field and act more effectively to reduce harm to both children and to their personnel as well as interrupting the recruitment of children through these interactions.
- Through the Training of Trainers program, UPDF personnel will be able to use their knowledge and experience to professionalize and influence other national forces they train and interact with in mission and in the region. This is especially pertinent in countries of deployment like Somalia and South Sudan where the use of child soldiers is prevalent.
- The partnership with the UPDF is strengthening advocacy efforts on dealing with child soldiers, and influencing changes in practice and policy with regional and international organizations, such as the African Union and the United Nations.
The Uganda Project – Methodology for a National Implementation Program

The use of children as weapons of war is a security sector concern. The Dallaire Initiative aims to empower military, police and prison personnel to prevent the use and recruitment of child soldiers as well as inform and improve interactions with children in armed conflict situations. Using a phased approach, the Dallaire Initiative aimed to enhance the professionalism and capacity of Uganda’s security sector through the lens of understanding the use of child soldiers as a major component to conflict prevention, security sector reform, and the protection of civilians.

Over a one-year period the Dallaire Initiative engaged in the following activities to complete phase one of the approach:

- **Executive Officer Seminar – February 2015**
  The Executive Officer Seminar course held in February 2015 engaged 23 of the UPDF’s high-ranking Generals, Colonels and Majors.

- **Training of Trainers – May 2015**
  A cohort of 18 UPDF officers participated in the May 2015 Training of Trainers course, with nine of these training graduates carrying on to co-facilitate with Dallaire Initiative staff a three-day training of 104 personnel as part of a Junior Command and Staff College (JCSC) course.

- **Junior Command and Staff College (Basic three-day course) – October 2015**
  104 Personnel were trained in a three-day training course as part of the regular Junior Command and Staff College.

- **Women Security Sector Project (one focus group and two basic three-day courses) – October and November 2015**
  The Women Security Sector Actors Project included a focus group and two subsequent three-day basic training courses which engaged a total of 50 women representing the UPDF, Uganda Police Force (UPF) and Uganda Prison Services (UPS) as well as female military personnel from Tanzania and Rwanda.

(Note that the Junior Command and Staff College course as well as the Women Security Sector Project were attended by a mixed security sector audience)
Total Number of Participants Trained:

<table>
<thead>
<tr>
<th>Sector</th>
<th>Number of Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Military</td>
<td>167</td>
</tr>
<tr>
<td>Police</td>
<td>24</td>
</tr>
<tr>
<td>Prisons</td>
<td>9</td>
</tr>
</tbody>
</table>

Key Findings

Executive Seminar and Scoping Mission

An initial scoping trip, which included a one-day General Staff seminar with the senior leadership of the UPDF was conducted in February 2015. During this seminar many of the participants discussed how Uganda was the ideal country to conduct these types of trainings given their extensive first-hand experience with child soldiery dating back to the National Resistance Army and more recently with the Lord’s Resistance Army. Attendees also highlighted that through Uganda’s involvement in peace operations in missions with the African Union in Somalia, South Sudan, the Central African Republic and Democratic Republic of Congo, Ugandan forces are familiar with children’s involvements in armed conflict situations.

The Dallaire Initiative dedicated a session of the Executive Seminar to review specific interactions that are developed in our training Handbook – this session sought the input of the senior officers who provided significant insight on the tactical approaches used by belligerents and provided valuable strategic advice. During the session it became clear that younger mid level officers have a great deal to share on tactics and would be helpful in future trainings trips. The UPDF are a keen and professional force and strive to be a regional leader in peacekeeping on the continent.

The engagement of senior security sector leadership and their understanding of the value of such a project to enhance their forces’ effectiveness is critical to ensuring the level of engagement and support needed to sustain this work.

Training of Trainers and Junior Command and Staff College

In May 2015, the Dallaire Initiative conducted a Training of Trainers course in Jinja, Uganda. All participants selected were trainers in their job function, were part of training institutions and/or had significant operational experience in contexts where child soldiers were present. The exceptional selection of the trainer participants allowed for a greater number than normal of trainers to be trained (16 men and 2 women). The quality and capacity of participants also allowed the Dallaire Initiative to concentrate on the training content and methodology as opposed to spending time on the basics of training delivery, which had been the case with other armed forces where the Dallaire Initiative has been engaged.

The Ugandan Training of Trainer participants were also privy to a lecture from General Dallaire, which served as motivation to engage in child protection and to serve as ambassadors from the Dallaire Initiative when mentoring their colleagues in future mission settings.

This cohort was well versed in child protection standards and this allowed for a basis knowledge that could be applied with the Dallaire Initiative security sector practical application of that knowledge in scenario-based exercises. Participants developed a series of Standard Operating Procedures using the course content and were able to apply the Dallaire Initiative’s Core Competencies.

This Training of Trainers session was such a success that not only did all participants graduate, but the course also proved very useful in terms of providing enhancements to the course layout. The operational expertise in the room was a clear advantage and truly validated the discussions had with their senior staff a few months earlier.

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In October 2015, a subset of nine of the trainer graduates were subsequently engaged as co-facilitators in the delivery of the Dallaire Initiative’s basic training course, with the coaching and mentorship of Dallaire Initiative staff. The expanded number of trainers and strong interest from UPDF members allowed for a significant increase in the number of personnel trained. Upon discussions with senior staff, the opportunity to engage with the latest cohort of students from the Junior Command and Staff College was possible. This opportunity allowed for 104 UPDF personnel (101 men and three woman) to receive the three-day Dallaire Initiative basic training for the security sector on child soldiers. Logistically this was difficult to manage and ensure that the timetables were synchronized. Although the nine UPDF facilitators are all currently in training job functions or directing staff in training institutions, most were used to formal lecture-based training delivery. The Dallaire Initiative’s pedagogical tools were new to UPDF facilitators. The use of Dallaire Initiative training aides such as video clips, laminated handouts, playing cards etc. are not tools that these facilitators were familiar with, however they are tools they were quick to adopt. Throughout the course of the three days the facilitators familiarised themselves with the tools and became quite comfortable using them for the Dallaire Initiative programme. More practice time would be a benefit to improve classroom interaction and engagement of trainees.

In future, we would also consider having one Dallaire Initiative trainer mentor with a maximum of two UPDF trainers to better manage the training teams. More preparation and refresher time with the newly graduated ToT participants to better organise delivery would also be very beneficial.

Given that this cohort was comprised of new commanders, most of which will be deploying to contexts such as the AMISOM mission in Somalia. This audience was able to interact with their peers and fully engage in frank exchanges with trainers who have seen first hand the impact of war on children. This collaborative approach to course preparation and delivery allowed for the contextualized delivery of this training.

Key Outcomes:

1. Significant buy-in from the Commandant of the Staff College, this training may now be incorporated into the UPDF Junior Command and Staff College training program and will be delivered by the college’s directing staff who were part of the original Training of Trainers programme.

2. Course preparation and delivery was done jointly between the Dallaire Initiative staff and the UPDF trainers, this allowed Dallaire Initiative staff to monitor and mentor UPDF trainers.

3. All of the UPDF ToT graduates felt great pride in being able to deliver the Dallaire Initiative programme and are looking at adapting it for their own training calendars.

4. All trainers were exceptional in their facilitation, they have mastered the content and truly believe in the work the Dallaire Initiative is trying to achieve.

5. Two of our UPDF co-facilitators were female officers who have deployed to Darfur and Somalia, both noted the sense of empowerment they felt being part of this facilitation team – a privilege not often afforded to female officers.

6. These trainers now join their Sierra Leonean counterparts as Dallaire initiative ambassadors who will be called in the coming year to deliver subsequent trainings in an effort to increase the pool of trained individuals.
For the Junior Command and Staff College Course the Dallaire Initiative facilitation team included Captain Musa Gbow of the Republic of Sierra Leone Armed Forces. Captain Gbow is on secondment to AMISOM in Mogadishu as the African Union’s first child protection advisor to a peace operation. Not only is Captain Gbow a child protection advisor, but he is also a Dallaire Initiative graduate.

His presence at the training was key to engaging an audience of eager young commanders who will be representing Uganda in any number of operations beyond the nation’s borders. Captain Gbow was able to describe the realities these soldiers will live on the ground should they deploy to Somalia. His interactions with participants were filled with first-hand expertise of the real challenges the presence of child soldiers pose in the Somalia mission setting. In future trainings, including former trainees with recent deployment experience as co-facilitators will be essential to maintaining the integrity of the Dallaire Initiative’s context-specific training delivery.

Perhaps the most unexpected and pleasant outcome was the connection made between Capt. Jimmy Omara, one of the nine ToT graduates and co-facilitators and Captain Gbow. Capt. Omara had been selected for the UPDF deployment to the AMISOM mission. These officers had the opportunity to discuss the mission and make plans to co-facilitate trainings during Capt. Omara deployment in 2016.

Capt. Omara will serve as the Public Information Officer handling media and public relations for the UPDF while he is in mission and posted very near to Mogadishu. After his participation with the Dallaire Initiative training and his discussions with Captain Gbow, he informed his commanding officer that he would like to co-facilitate trainings in mission when needed. Captain Gbow is to connect with Capt. Omara’s commanding Officer when training needs arise for him to obtain permission and be released from his duties. In this role, Capt. Omara will deepen his co-facilitation skills while amplifying the reach of the Dallaire Initiative training on child soldiers within the AMISOM mission.
Women in the Security Sector Project

To date only thirteen percent of security sector personnel trained by the Dallaire Initiative have been women. This is reflective of the low percentage of women that make up security forces as well as the limited professional development opportunities that are made available to women. However, the women participants that previously attended our training sessions have provided new knowledge and highlighted their effectiveness in working with child soldiers. In an effort to investigate the experience of women security sector actors and their interactions with child soldiers and children in armed conflict settings as well as increase the number of female trainees, the Dallaire Initiative sought to host a focus group with women security sector actors and two subsequent women-only trainings.

The focus group and trainings offered women in the security sector an opportunity to contribute to improved operations in addressing child soldiers as a security concern. Women security leaders are often relegated to focusing on issues of sexual and gender based violence, which is viewed by many as a “women’s issue”. By engaging women security sector leaders’ experiences and expertise on the theme of child soldiers, this project recognized their capacity to lead and enhance operations, helped to improve their professional opportunities and recognized their ability to amplify the Dallaire Initiative’s security sector approach.
In October 2015, the Dallaire Initiative engaged with Ugandan women security sector actors from all corners of the country. Twenty women representatives from the UPDF, Ugandan Police Force (UPF), and Ugandan Prison Service (UPS) gathered in Kampala, Uganda to take part in a two-day focus group.

Focus Group Objectives:
1. Identify the various responsibilities women security sector actors have while deployed at home and internationally;
2. Identify interactions that women security sector actors have with children and child soldiers in the field;
3. Identify tactical elements specific to women security sector actors related to the prevention of the use of child soldiers;

The Dallaire Initiative requested for participants to come from units where they would have had interactions with children and child soldiers or have mission specific experience (at home or abroad). However, many of the female participants had not participated in peace operations. Unfortunately, many were not in current positions that will allow them to use the knowledge in future operations but may be applied to their domestic contexts and understandings of the vulnerabilities of children. Nevertheless, all participants engaged in valuable discussions and shared anecdotes from their personal experiences.

In spite of the immense pride in their uniforms and positions, many of the women were still weary about encouraging women to join the security sector due to their experiences of sexual violence and stigma that are associated with their positions.
Key observations from the focus group:

- Participants were asked to use the body mapping technique to discuss the difficulties and opportunities for women in the security sector. This was perhaps the most thought provoking exercise of the day. In small groups many women brought up various details of the challenges that Ugandan women in the security sector face that none of the Dallaire Initiative facilitators had heard before – ex. Lack of maternity uniforms, the prevalence of sexual violence within force ranks, and physical difficulties with training.

- The participants were asked to respond to statements made by the UN on why it needs to increase the participation of women in peace operations. Participants were in unanimous agreement with most of the statements. However, they disagreed that the inclusion of female peacekeepers would reduce conflict and confrontation in peace operations. One participant’s reasoning was that women in peace missions do not have the power to stand up to their male counterparts.

- The lack of mission experience was evident in our discussion about the roles women play in mission at home and abroad – many of the examples that were raised were ideas and perceptions rather than fact. Participants were unable to give lived examples during discussion.

- Many examples given for what women do differently than men in mission and how they interact with children and communities were based on stereotypes of a woman’s role. In several instances the participants described how women are “naturally motherly” or “naturally good administrators”. This was indicative of the commonly held beliefs regarding the role of women in society overall in Uganda.

- In spite of the immense pride in their uniforms and positions, many of the women were still weary about encouraging women to join the security sector due to their experiences of sexual violence and stigma that are associated with their positions. When asked whether participants would encourage their daughters to become security sector actors their answers were striking. One participant responded, “not quite yet for my daughter. Things are not that good, I would not want my daughter to go through the challenges that I went through.”

- Many of the participants were part of women and child protection units during deployment, however their commanding officers were men. This led to a larger conversation around the glass ceiling that the participants press up against when it comes to promotions.

- When asked what techniques or tactics women use differently from their male counterparts to interact with the communities in which they work, participants mentioned that they seek to include their male counterparts in their work, however when men are working they do not tend to seek out their female counterparts’ assistance.

- The Dallaire Initiative facilitators asked whether participants learn differently from female facilitators? The participants’ response was that they prefer to have both men and women trainers to be part of the facilitation team in order to provide a balanced approach.

- The participants expressed that the gender of the security sector actor does not matter when interacting with children as much as the actor’s personality and capacity.

- It was also noted that while women may have an advantage when it comes to accessing women or girls in a society that does not allow men to access that portion of the population, it is not an advantage in all contexts and should not be seen as a comparative advantage but rather a cultural specificity.

Following the focus group, the Dallaire Initiative invited nine participants to return the following month and participate in the three-day basic training hosted at the Uganda Rapid Deployment Capability Centre (URDCC) in November Jinja, Uganda.
In November 2015, the Dallaire Initiative team conducted two basic training sessions in Uganda with women security sector actors. The first three-day basic training took place at the URDCC training center in Jinja and included 19 women from Uganda representing the Ugandan Air Force, UPDF, UPF and UPS. The second three-day basic training took place at the Fairway Hotel in Kampala and included women participants from Tanzania (6), Rwanda (2) and Uganda (11). Participants were invited from Kenya and South Sudan but that none were available and selected to attend.

Objectives of the training:

1. Create innovative regional training programs for East Africa - based in Uganda - for women security sector actors.
2. Provide women security sector leaders with new knowledge, tactics, and practice to prevent the recruitment and use of child soldiers.
3. Develop a cohort of women security sector trainees, capable of amplifying child soldier prevention training within their own security forces.
4. Provide professional development for women security sector leaders that recognizes and elevates their potential to be a preventative force for child soldiery.
5. Promote a regional centre of excellence on women and security sector prevention of the use of child soldiers.
6. Assist with providing positive role models for girls within the women security sector leaders’ home countries; demonstrating the potential for women to play important roles in security and peacekeeping.
The Dallaire Initiative’s Women Security Sector Actor Project coincides with the 15th anniversary of UN Security Council Resolution 1325 on women, peace and security. The Dallaire Initiative is an advocate for the increased involvement of women in peace operations as an increase of women in peace operations improves operational capacities in certain cultural contexts and better represents the populations they come from and deploy to. By increasing the Dallaire Initiative’s engagement with women security sector actors in our basic three-day trainings and Training of Trainer courses, we strive to realize Resolution 1325 in our work and promote the inclusion of women as part of the solution to peace and security.

Key Findings from the Training:

- The first course included the participation of Col. Rebecca Mpagi of the Ugandan Air Force who is the Director for Women Affairs in the UPDF. Col. Mpagi’s participation was very encouraging and an endorsement for the work by the UPDF and Ugandan security sector as a whole.

- The inclusion of Halifax Regional Police Staff Sargent Penny Hart was a welcome addition to the Dallaire Initiative facilitation team. She provided real world mission experience and spoke in depth on sexual and gender based violence. The level of discussion surrounding sexual and gender based violence, especially when discussing how the issue affects boys, was greatly augmented by her presence.

- Participants with significant international deployment experience as well as domestic experience with child soldiers contributed to the group learning. Several participants showed advanced facilitation skills and significantly added to the quality of discussion. In all, 17 female participants from the two training sessions were identified to be invited to a future Training of Trainers course, significantly building the Dallaire Initiative’s cohort of female trainers. By conducting female only trainings we will be able to even out the training pool, this is a particularly important development because of the 37 Training of Trainer participants current trained by the Dallaire Initiative only eight have been women.
Conclusion

The Dallaire Initiative views the 2015 Uganda Project as a successful step in enhancing the Ugandan security sector’s ability to face child soldiers and act effectively to reduce harm to their own personnel and interrupt recruitment. The Dallaire Initiative employed its methodology of starting a national programme to prevent the use of child soldiers. This process included gaining buy-in from higher-level command, the critical selection and training of Training of Trainer participants, mentoring and coaching of local trainers during the co-facilitation to peers to ensure retention of knowledge, and the training of a large cadre of UPDF officers. This completion of Phase 1 of the methodology is key to gaining a clear understanding of the professional and educational level of the officers, understanding the capacity and the logistical challenges, as well as finding key advocates of the project to help move the aims of the project forward.

The unique opportunity of simultaneously researching and executing a trial training for women security sector actors was challenging. However, the challenge was worthwhile and provided some very important information and lessons that will be employed in the Dallaire Initiative training moving forward. Further research and refinement of training tools will be a key outcome.

The next phase of the Uganda project will require conducting research that will analyse the current training structures, calendars and doctrine of the UPDF. This will allow the Dallaire Initiative to propose an integration of the prevention of the child soldiers training programme from the level of recruit to the highest command level. At the same time, the Dallaire Initiative will work with the Junior Command Staff College to integrate the three-day basic training to impact the officers that are being prepared to advance through the ranks and who have the potential to be deployed.

As part of the Dallaire Initiative methodology, we maintain communication through a What’s App Group, with each of the Training of Trainer graduates. This allows constant updates and communication to the group and provides a forum for monitoring impact. The Dallaire Initiative will continue to work with the ToT graduates and foster new ToT courses so as to build the capacity of the UPDF through trainers that are continuously mentored over the next two years.

Phase three of the project will aim to work with the UPDF to ensure integration of the Dallaire Initiative training program occurs. At this point the Dallaire Initiative will be monitoring the implementation and providing guidance to the UPDF. At the end of Phase three, the Dallaire Initiative will aim to complete the mentorship and handover to the UPDF towards the successful completion of the integration.