



IGAD High Level Retreat Mediation Course

18th ~ 22nd August, 2014 | Kampala, Uganda



EVALUATION REPORT



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Background

Over the past few years, the **Intergovernmental Authority on Development (IGAD)** has been increasingly involved in mediation processes in East Africa. The ongoing IGAD-led South Sudan Peace Talks in Addis Ababa is a prominent example of such a mediation effort.

It is well recognized that effective **mediation efforts require good preparation**. In particular, mediators and their teams must have a broad range of knowledge and skills in order to deal with the numerous challenges, dilemmas and complexities they are usually confronted with.

Even though many mediation trainings are available, there are **few learning opportunities that focus on the specific needs of senior IGAD mediators**, who have to engage in complex political and oftentimes violent conflict situations in East Africa.

For that reason, the **IGAD**, supported by **the Swiss Federal Department of Foreign Affairs** and the United Nations Department of Political Affairs (UNDPA), decided to organize a first High Level Mediation Course for selected, prospective IGAD mediators. The logic and curriculum of the pilot IGAD High Level Mediation Course was **based on the UN High Level Mediation Course**.

Course Objectives

The **overall objective** of the IGAD High Level Mediation Course was to **contribute to more effective IGAD mediation** by deepening the knowledge and enhancing the skills of the participants through simulation exercises, expert inputs and collective sharing of experiences and lessons. The more specific objectives were as follows:

- a) **Refine key mediation skills:** Course participants practiced various mediation skills, which gave them the opportunity to learn new methods of engagement and assess their own strengths and weaknesses in a safe environment.
- b) **Encourage exchange of experience amongst practitioners:** The Course provided an opportunity for the experienced participants to share their critical reflections and to learn from senior mediators.
- c) **Promote a common understanding of mediation and IGAD mediation policy:** Participants became familiar with the main elements of mediation processes as well as with IGAD policy and guidance concerning mediation and its place within the Peace and Security Strategy.
- d) **Deepen knowledge on specific mediation challenges:** The Course provided participants with useful approaches to mediation challenges IGAD mediators are often faced with (such as: peace & justice, inclusivity, etc.) and strategies to address them.

Logic and Focus of the Course

The **course curriculum** (see Annex 2 for a detailed program) broadly followed the generic stages of a mediation process which are:

1. Preparing mediation
2. Designing mediation

3. Doing mediation
4. Implementing results

The Course focused on **mediation** taking place in **fragile and often violent political contexts**. More specifically, it focused on intra-state conflict and its external dimensions. An emphasis was put on negotiations that include the top leadership of conflict parties (so-called “Track 1 processes”).

Special consideration was given to **the distinct IGAD approach to mediation** (such as its norms, values, policies, structures, challenges and limitations). Also, the case studies and examples referred to and discussed were mainly **IGAD led mediation processes**. The South Sudan peace process currently ongoing in Addis Ababa was discussed extensively.

The course also **took into account the experiences of other mediating bodies** (such as the UN, the African Union, states and NGOs) and illustrated how the different actors and approaches can be complementary but also create unconstructive competition.

Participants

The target audience for the course was **prospective IGAD mediators**. Each member state nominated three participants. Those twenty-one personalities form the **IGAD Roster of Mediators**, which was recently established. The Roster is expected to be formally endorsed by the IGAD Council of Ministers in the near future. The Course was a crucial first step to help prepare IGAD’s mediators for future mandates and assignments. In addition, the IGAD Committee of Ambassadors participated in the course.

All in all, **twenty-eight participants from all seven member states of IGAD** attended the course (for names and designation, please see: Annex 1).

Resource Persons

In addition to the facilitators, **Jeffrey Mapendere, a member of the MSU Standby Team of Mediators** responsible for Security Arrangements, acted as a resource person for the Course.

The Course also benefitted from the rich experiences of the senior participants as well as from the trainers who gave short topical inputs at the outset of specific sessions.

Participants’ Evaluation

Participants were asked to **evaluate the course at the end of the five days**, both in a quantitative and qualitative manner (for evaluation details, please see Annex 3). Their feedback can be summarized as follows:

a) Main strengths of the course

The participants rated the course very highly, with an average score of 4.74 (on a scale from 0 to 5).

They greatly appreciated the **simulation exercises** as great learning opportunity to test the skills acquired during the course. Also, **the exchange among participants** as well as **the specific conceptual inputs of the trainers and resource people** were highly appreciated.

The briefing notes provided to the participants at the beginning of the course, and the various skills sessions were positively assessed.

b) Areas to improve

Given the complexity of the topics, many participants felt that there was **not enough time for in-depth discussion and reflection**. Some participants also felt that it would be useful to have some time-off half way through the course.

One topic participants wished to be treated more extensively was communication (with press/media, conflict parties etc.). More examples from real life mediation exercises to draw lessons from their **failures and successes**, the role of mediators in **implementation and post-conflict settings**, and **participation of women** were other topics mentioned by participants in the evaluation.

The **reading material was adequate** for most respondents but should have reached the participants prior to the course, in order to get better prepared and to be able to get back to academic texts when burning questions arise.

Overall, a majority of participants wished for **more simulation exercises** in order to deepen and refine their mediation skills.

c) Suggested follow-up

The course conducted in Kampala in August 2014 is seen by many participants as a starting point. They suggested having more follow-up trainings such as specialized coaching (on specific topics) and refresher courses. Most participants were eagerly waiting for their first appointment.

Organizers' Conclusions and Recommendations

a) General assessment

The IGAD High Level Mediation Course **achieved its stated objectives**. The course covered the main skills required for effective mediation, and also covered some of the important theoretical concepts of mediation. It can be considered as a successful pilot course that could be replicated for other IGAD mediators and their teams.

The **collaboration between the various organizers was excellent** and should be carried on for future, potentially follow-up trainings.

b) Program

Some of the participants asked for an **afternoon off on the third day, for leisure and to regain strength for the rest of the course**. Due to the dense program, this adjustment was not possible. For a future training, this should be taken into consideration, in order to avoid exhaustion by the participants.

It was decided during the course that a session should be dedicated to the ongoing

South Sudan peace process to allow participants **more in-depth exchange of ongoing mediation processes**.

Due to the limited attendance of senior resource persons, participants were asked at very short notice to make inputs on specific topics. Ideally they should have been informed earlier but the lack of information about the participants' background and the short planning period did not allow for this.

c) Participants

The **group size (28 participants)** was manageable and provided for diversity in views and opinions. However, from a training and learning perspective **this number should be slightly reduced** (e.g. plenary discussions and simulation exercises become less efficient and intense the bigger the group gets).

d) Resource People

1 or 2 additional, senior resource persons should be invited for the next training, among them senior mediators active in the IGAD region. Having a **senior female resource person** would be an added value.

e) Methodology

The overall course structure and methodology proved successful and should not be changed substantially. The balance between theoretical inputs, simulation, case scenarios and exchange of experiences was well kept and appreciated by the participants.

f) Simulation and exercises

The simulation exercise on the fictitious case **“Instabilitas” was an effective learning tool** for skills building. The scenario needs no substantial revisions and was much appreciated by the participants. Some of them mentioned in the final session that past workshops often lacked those opportunities.

g) Reading material

The **“briefing notes”** for the skills sessions were greatly appreciated by the participants. The overall reader did not reach the participants prior to or at the beginning of the course, which should be taken care of for a next training as many participants asked for readings during the course.

h) Strategic considerations for the future of the course

The **collaboration between the various mediation and mediation support entities involved in organizing the training** (IGAD, Swiss FDFA, UN, swisspeace, Centre for Mediation at the University of Pretoria) **was extremely efficient and effective**. Each organization was in the position to contribute to the success of the course with specific added values.

The partners expressed their willingness to contribute to further strengthen IGAD's mediation capacity.

Annex 1: Participants List

	Name	Designation	Country
1	Dr. Ismail Wais	President Counselor Bilateral Department in Charge of Germany Relations, Ministry of Foreign Affairs and International Cooperation	Djibouti
2	Amb. Mohamed Ali Isse	Extraordinary & Plenipotentiary Ambassador	Djibouti
3	Hon. Aicha Mohamed Robleh	Technical Counselor to Ministry of Telecommunications	Djibouti
4	Amb. FissehaYimer	Special Advisor to the Minister of Foreign Affairs of Ethiopia	Ethiopia
5	Amb. Kongit Sinegiorgis	Ambassador, Permanent Representative of Ethiopia to the African Union and the UNECA	Ethiopia
6	Dr. Addisu Gebreigzabhier	Deputy Commissioner of Election Commission	Ethiopia
7	Amb. Boaz K. Mbaya	Executive Director, Centre for Policy Analysis	Kenya
8	Amb. Nancy C. Kirui	Currently Advocate/Lawyer Former Permanent Secretary	Kenya
9	Gen. Daniel I. Opande	Former Vice Chief of General Staff	Kenya
10	Gen. Alison Monani Magaya	Former Minister of Interior, Labor and MP	South Sudan
11	Gen. James Hoth Mai	Former Chief of General Staff (SPLA)	South Sudan
12	Amb. Andrew Makur Thou	Former Vice President of the High Executive Council (HEC) & Minister	South Sudan
13	Hon. Mahamed Mahamud Guled	Former Prime Minister of Somalia and Former Minister	Somalia
14	Mrs. Dahabo Omer Mohamed	Diplomat at the Ministry of Foreign Affairs	Somalia
15	Mr. Abdirashid Mohamed Ali	Former Security Advisor to the Prime Minister of Somalia	Somalia

	Name	Designation	Country
16	Field Marshal Abdelrahman M. Swar Elzahab	Former Transitional President of the Sudan	Sudan
17	Hon. Dafalla ElHadj Yousif Medani	Former Chief Justice of the Sudan	Sudan
18	Amb. Omer Bireedo	Former Presidential Advisor and Former Undersecretary of the Ministry of Foreign Affairs	Sudan
19	Amb. Juliet Kalema	Ambassador in the Ministry of Foreign Affairs	Uganda
20	Prof. Samuel Herbert Baligidde	Director/Dean - Campus of UMU (Rubaga)	Uganda
21	Prof. Kasaija Philip Apuuli	Associate Professor - Makerere University	Uganda
IGAD Member States Ambassadors			
22	H.E. Mohammed Ali Hassan *	Secrétaire Général au Ministère des Affaires Etrangères et de la Coopération Internationale	Djibouti
23	Amb Suleiman Dedefo Washe	Ambassador to Djibouti and IGAD	Ethiopia
24	Amb Catherine Wanjiru Muigai Mwangi	Ambassador of Kenya to Ethiopia, Djibouti, AU, ECA and IGAD	Kenya
25	Amb Haji Adam Ahmed Abdisalaam *	Ambassador Extraordinary and Plenipotentiary to Ethiopia and AU	Somalia
26	Amb Akuei Bona Malwal	Ambassador of South Sudan to Ethiopia, Djibouti, AU, ECA and IGAD	South Sudan
27	Amb Hussien ElFadil	Ambassador of Sudan to Djibouti and IGAD	Sudan
28	Amb Mull Segujja Katende	Ambassador of Uganda to Ethiopia, Uganda, AU, ECA and IGAD	Uganda

FACILITATORS

- Laurie Nathan, Director, Centre for Mediation in Africa, University of Pretoria
- Matthias Siegfried, Head of Mediation Program, swisspeace

RESOURCE PERSONS

- Jeffrey Mapendere, MSU Standby Team, Security Arrangements

Organization and Coordination

- Murezi Michael, Head of Mediation Desk, Swiss Federal Department of Foreign Affairs
- Benjamin Smith, Policy and Mediation Division, UN MSU
- Aleu Garang, MSU Coordinator, IGAD Secretariat
- Ayan Nuriye, IGAD Secretariat
- Sebene Negussie, IGAD Secretariat
- Corinne von Burg, Program Officer Mediation, swisspeace

Annex 2: Agenda

Day 1: Monday, 18 August

Morning: Introductions and exploring the key elements of IGAD mediation

Aims: To introduce the Course and the participants; identify the main features of mediation in general, and IGAD mediation in particular; reflect on roles of IGAD mediators.

Time	Session Theme	Who?
09.00	Session 1: Opening of the Course and Introductions Welcoming participants	MSU Coordinator
	Greetings from Organizers	M. Michael
	Overview and rationale of the Course	L. Nathan
	Opening Remarks	H.E. Eng. Amb. Mahboub Maalim (IGAD Executive Secretary)
	Opening Statement	Guest of Honor (Hon Asuman Kiyingi - Minister of State for Foreign Affairs in-charge of Regional Cooperation)
10.00	Coffee break	
10.30	Session 2: The essence of mediation <i>Working definition of mediation</i> <i>What are the goals, potential and limitations of mediation?</i> <i>The mediation cycle</i> <i>How does mediation relate to other forms of conflict management and conflict resolution?</i>	M. Siegfried
11.30	Session 3: IGAD mediation <i>What are the distinctive features and constraints of IGAD mediation?</i> <i>What is the role of the IGAD mediator?</i> <i>Introduction to IGAD Policy on Mediation</i>	Mr Daniel Yifru IGAD- PSD Senior Advisor
12.45	Lunch	

Afternoon: Preparing for mediation (Phase 1)

Aims: To identify and explore best practice regarding a mediator's mandate; and introduce ideas and conceptual tools for analyzing conflict for mediation purposes.

Time	Session Theme	Who?
14.15	Session 4: Exploring the mediator's mandate <i>What are the implications of different types of mandate?</i> <i>What can be done when a mandate contains substantial constraints?</i>	M. Siegfried
15.45	Coffee break	
16.15	Session 5: Conflict analysis for mediation <i>What are the conditions of ripeness for mediation?</i> <i>What is the essential content of conflict analysis for mediation?</i> <i>What are the tools and methods for analyzing conflict?</i>	L. Nathan
17.45	Wrap up & Evaluation	L. Nathan

Day 2: Tuesday, 19 August

Morning: Developing skills for conflict analysis for mediation

Aim: To reinforce the participants' ability to analyze a conflict for mediation purposes.

Time	Session Theme	Who?
09.00	Session 6: Conflict analysis skills <i>Simulation exercise</i>	M. Siegfried
10.45	Coffee break	
11.15	Session 6: Conflict analysis skills (cont.) <i>Simulation exercise</i>	M. Siegfried
12.45	Lunch	

Afternoon: Coherence, coordination and complementarity of mediation efforts

Aim: To identify and explore best practice regarding coordination and cooperation among the mediation actors involved in peace processes.

Time	Session Theme	Who?
14.15	Session 7: Working with other Entities <i>How should the mediator work with the UN and the AU?</i> <i>How can the mediator promote coordination among various peacemakers?</i>	Amb. Boaz Mbaya

Time	Session Theme	Who?
	<p><i>Should the mediator try to promote consensus among the IGAD Member States?</i></p> <p><i>What criteria and process should be used to decide whether mediation is led by the IGAD, the UN, regional organizations, or states?</i></p> <p><i>How best to avoid tension and promote cooperation and coordination between various mediating organization?</i></p> <p><i>How to ensure cooperation and coordination among mediation actors?</i></p>	
15.45	Coffee break	
16.15	Session 8: Case Study South Sudan	Gen. James Hoth Mai
17.45	Wrap up & Evaluation	

Day 3: Wednesday, 20 August

Morning: Developing skills for mediation strategy and process design (Phase 2)

Aim: To strengthen the participants' ability to develop appropriate mediation and related strategies and design appropriate processes.

Time	Session Theme	Who?
09.00	Session 9: Strategizing and process design skills Simulation exercise M. Siegfried	
10.45	Coffee break	
11.15	Session 9: Strategizing and process design skills (cont.) Simulation exercise M. Siegfried	
12.45	Lunch	

Afternoon: Inclusive processes and content dilemmas

Aim: To identify and explore dilemmas and lessons regarding inclusive processes and the content of peace agreements.

Time	Session Theme	Who?
14.15	<p>Session 10: Ensuring inclusive processes</p> <p><i>What criteria should be used to determine which parties are directly involved in the mediation?</i></p> <p><i>Who decides which parties should be at the table?</i></p>	Amb. Nancy Kirui

Time	Session Theme	Who?
	<i>What can the mediator do to support women's participation at the table? How can the mediator broaden the process beyond the negotiating table?</i>	
15.45	Coffee break	
16.15	Session 11: Content issues and dilemmas <i>'Good' agreements, 'bad' agreements How does a mediator deal with recurring challenges such as justice & peace, amnesties, and ceasefire versus comprehensive settlement?</i>	Jeffrey Mapendere
17.45	Wrap up & Evaluation	L. Nathan

Day 4: Thursday, 21 August

Morning: Developing mediation skills - getting the parties to the table (Phase 3)

Aim: To enhance the participants' ability to persuade the parties to participate in mediation.

Time	Session Theme	Who?
09.00	Session 12: Mediation skills <i>Simulation exercise</i>	M. Siegfried
10.45	Coffee break	
11.15	Session 12: Mediation skills (cont.) <i>Simulation exercise</i>	M. Siegfried
12.45	Lunch	

Afternoon: Implementation of agreements and 'burning issues' (Phase 4)

Aims: To explore best practice regarding mediation and the role of the mediator in the implementation of agreements; and address 'burning issues' identified by the participants.

Time	Session Theme	Who?
14.15	Session 13: Mediation in relation to implementation <i>How should the transition from negotiations to implementation be managed? What is the role of the mediator during the implementation of a peace agreement?</i>	Dr. Aleu Garang
15.45	Coffee break	
16.15	Session 14: 'Burning issues'	L. Nathan

Time	Session Theme	Who?
	<i>Discussion on critical issues identified by participants and not covered in the previous sessions</i>	
17.45	Wrap up & Evaluation	L. Nathan

Day 5: Friday, 22 August

Morning: Deepening mediation skills (facilitating constructive dialogue and agreements)

Aim: To strengthen the participants' ability to facilitate dialogue and agreements during negotiations.

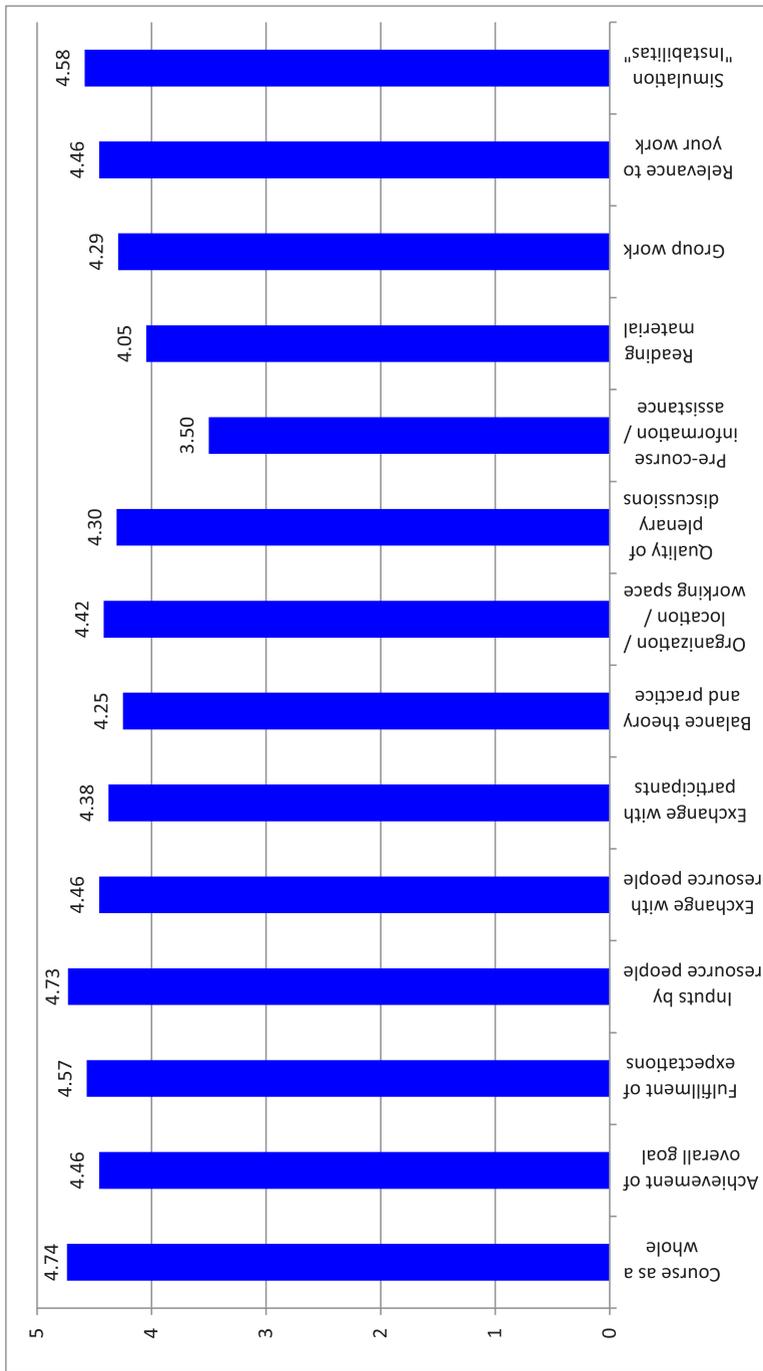
Time	Session Theme	Who?
09.00	Session 15: Mediation skills <i>Simulation exercise</i>	M. Siegfried
10.45	Coffee break	
11.15	Session 15: Mediation skills (cont.) <i>Simulation exercise</i>	M. Siegfried
12.45	Lunch	

Afternoon: Looking forward

Aims: To consolidate the learning from the mediation training; evaluate the Course and make recommendations for future Courses; and discuss follow-up training and support for the participants.

Time	Session Theme	Who?
14.15	Session 16: Consolidating the mediation training <i>What have we learnt about doing mediation?</i>	L. Nathan
15.45	Coffee break	
16.15	Session 17: Course evaluation <i>Recommendations for future Courses</i> <i>Discussion on follow-up training and support</i> <i>Written final evaluation</i>	L. Nathan
17.15	Session 18: Closing	IGAD

Annex 3: Overall Evaluation by Participants (on a scale from 0 -5)



Qualitative Comments by Participants

A. Highlights of the Course

- Simulation exercise (16), a valuable experience with learning effect
- Skills acquisition
- Opportunity to revisit theories and concepts already known
- Female participation in mediation
- Case studies
- The rich experience of the participants
- The expert inputs and experiences of the trainers as well as the participants
- The course is intelligently constructed, well planned and effectively carried out. Continuous future training like this will be highly appreciated
- The briefing notes on strategy, tactics etc. of a mediator
- Conflict Analysis; understanding actors and their interest
- The techniques used were very good
- The presentations in general; presentation on working with other entities
- It was a timely training that helped us to build the capacity of IGAD to resolve political problems that are shaking the region

B. Lowlights of the Course

- None (4)
- Inadequate time for in depth discussion
- Learning and internalizing so many concepts and practical skills in the timeline allocated was a real challenge
- Time constraints/time management (7): too much squeezed into a few days; need for a longer period of training; a lot of concentration is needed; no time to reflect and see Kampala.
- The notice for the retreat came late (1 week) and left little time to prepare. The sessions for each day were very long, leading to exhaustion by the end of the week
- Sessions on implementation and mandate of a mediator
- Only few women participated

C. Missing elements

- Communication skills (2): how should we communicate with conflicting parties; press/media communication skills and other international and regional stakeholders
- Nothing (2)
- Most elements were adequately chosen for the short duration of the course (2)
- Time
- Interactive exchanges
- Post-conflict settings and the traditional practice in Africa for conflict resolution has not been treated
- Sufficient time to be spent in the simulation exercise
- Issue of funding and implementation in detail

- The influence of power which continues manipulating the mediation
- Best practices
- More real cases should have been brought in for practicing so that we achieve more practical skills
- It would have been great if we actually had a person currently mediating a conflict. Jeff was great
- More simulation exercises - adequate time should be allocated to this

D. What should have been treated more in depth?

- More simulation exercises/practice (5)
- The reality on the ground should have been treated in depth
- Theory and practice of mediation, more examples from real life mediation exercises, successes and failures
- The impact of specific cultural factors on the intensity of the conflict and the degree of tolerance for the concerns of each party in order to make any mediation process a success
- Planning and strategizing, situation analysis
- How to win the trust of the other party and maintain it
- Techniques, approaches to the parties
- Development of mediation skills
- Proxy-war and foreign actors should have been dealt more and how to contain them, i.e. in the case of Syria
- Participation of women at the negotiation table, the respect of the constitution, integration of rebels into the legal army etc.

E. What could have been treated less or been omitted?

- None (4)
- Less lecturing, more simulation
- Everything was vital / important for the training (5)
- Sensitive parts of real cases that heightened the temper of some participants should have been omitted
- The 'silent diplomacy'

F. Reading package:

- The reading material was adequate (3), short and to the point. In the future, documents should reach mediators before they come to the training session (2)
- More on real cases (2) that may help think differently, examples of good and bad practices
- Everything available (2)
- Articles by prominent mediators
- I did not find a lot of documents being translated into French
- Basic documents by UN, AU, ECOWAS etc. on mediation, especially about

mediation guidelines

- I would have liked to receive more material on: root causes of conflicts (1), how to win the trust of parties and keep it (1), how to use diplomatic language (1), mediation of resource-based conflict issues (1), more on skills and techniques (2)
- The material seemed to be sufficient but IGAD circulated the material too late and most participants did not receive it on time

G. Skills sessions and case studies:

- The case studies were done excellently (3) and very useful (7) and intelligently/very well constructed (3). It was clear and precise. It is very suitable for the purpose of training. But expected to exercise with more other complicated case studies
- In general we needed more time for skills session and reflection (6). Case study shouldn't be current situations. We would comment freely of cases were not too current. Issues are so complex that one need to be thoroughly briefed.
- Skills sessions were useful (3). For the case study, unnecessary details could have been avoided
- Skills: the most important skills sets were identified (2) and perhaps more time could have been extended for the whole retreat
- Case study: should have been more complex (2)
- Case studies: There could have been more cases drawn from the region and outside of it
- Skills: time allocated was reasonable
- Skills: Since this was an initial training, sufficient skills were identified. During future training more time could be spent on skills development. Case Studies were useful and brought to life the difficulties to be faced in any mediation to be encountered in future
- Case studies should have been used more extensively, both successful ones and those who failed
- Skills: more simulation should have been done. Case studies: well done but more should have been discussed, i.e. Somalia, LRA negotiations etc.
- Case studies: I appreciated very much the case studies. This really facilitated the understanding and the work of the participants
- Not enough time allocated for the 4th day mediation exercise

H. Future support:

- More training/follow-up training (8); refresher course would be useful; some may need advanced courses in the subject learnt; more specialized coaching on how to manage stalemate
- Lessons from mediation activities; the chance to observe and join a mediation team/go through a real mediation situation (3)
- I think that this formation has to continue in order to be completed. We do lack knowledge and experiences. IGAD should provide more formation (2) which is

needed to reach a higher level

- What we have had is the tip of the iceberg. So more and more training is essential. But we should be more organized and better prepared. So documents and reading materials should be distributed well in advance
- Sufficient
- I would like to receive more material to read about the root causes of most conflicts in East Africa
- Utilize the expertise
- 1. More skills: training and exchange of skills from different perspectives. 2. More material and exposure from across the globe

I. Other comments:

- I am happy about all the work that IGAD has done for the formation/education of its mediators
- We have enjoyed staying in this resort. I wish IGAD could arrange our next training in Seychelles for variety purpose. Or even in India
- This was an excellent experience useful for any field of work not just for mediators
- The course was useful and informative.
- A very constructive training session. We deeply wish to convey our appreciation to IGAD
- It was perfectly coordinated and interesting. The accumulation of such kind of training is really helpful for the IGAD mediation support unit
- The course has gone very well, the facilitators and the available resource persons were very good. Just we need more case studies
- Although I missed the first few days, I really found this workshop useful and relevant to my current job
- Best wishes
- Make sure you use the knowledge given to participants rather than wasting such talents go without utilization
- Many thanks and appreciation for all the trainers
- Well done to IGAD but 'WE WANT MORE'
- The course was well done and the participants discussed every topic with high morale and motivation until the end of the training course
- Thank you for your availability and understanding: trainers, interpreters and not to forget IGAD

PARTNERS



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra



IGAD Secretariat

Avenue Georges Clemenceau, P.O. Box 2653, Djibouti

Landline: +253.35.40.50, Email: igad@igad.int, <http://www.igad.int>

Republic of Djibouti