

# 17th Annual International Association of Peacekeeping Training Centres Conference Workshop Report



## IAPTC

*International Association  
of Peacekeeping Training Centres*



## EVOLVING PEACE OPERATIONS: CHALLENGES, REQUIREMENTS, AND POSSIBILITIES FOR EDUCATION AND TRAINING

14-19 NOVEMBER 2011

CARLISLE BARRACKS  
PENNSYLVANIA, USA

17th ANNUAL  
CONFERENCE



**17<sup>TH</sup> IAPTC ANNUAL CONFERENCE 2011 PROGRAM OF EVENTS**

	Monday 14-Nov-11	Tuesday 15-Nov-11	Wednesday 16-Nov-11	Thursday 17-Nov-11	Friday 18-Nov-11	Saturday 19-Nov-11	
	<b>Breakfast @ Crown Plaza</b>						
	<b>Move to USAWC (Root Hall)</b>						
Morning Session 1	<b>Arrivals and Ideas Bazaar Setup</b>	<ul style="list-style-type: none"> <li>- Opening Comments</li> <li>- BG Imamuzzaman, BIPSOT</li> <li>- MG Martin, USAWC</li> <li>- Deputy Assistant Secretary Ms. Victoria A. Holt, U.S. Department of State</li> </ul>	<ul style="list-style-type: none"> <li>Sub Theme I</li> <li>- Moderator (5-10min)</li> <li>- 3 x speakers (15min ea)</li> <li>Moderator – Ms. Suzanne Monaghan</li> <li>Panel members – BG Imamuzzaman, Mr. Frank Prendergast, Mr. Kevin Kennedy</li> <li>- Plenary Discussion (35min)</li> </ul>	<ul style="list-style-type: none"> <li>Sub Theme II</li> <li>- Moderator (5 min)</li> <li>- 3 x speakers (20min ea); Considerations for Mission</li> <li>MG Robert Gordon (R) - Leadership</li> <li>David Lightburn - Comprehensive approach;</li> <li>Petteri Taitto- Training Methodologies</li> <li>- Plenary Discussion (25min)</li> </ul>	<b>2012 host brief / AGM &amp; Closing Activities</b>	<b>Departures</b>	
							<b>Refreshments</b>
Morning Session 2		<ul style="list-style-type: none"> <li>Key Note Speaker I: Jean-Marie Guéhenno - Vision 2020; challenges for peacekeeping operations</li> </ul>	<ul style="list-style-type: none"> <li>Sub Theme I</li> <li>- 4x Funct grps (1 hr)</li> <li>- Backbriefs (35 min)</li> <li>- Plenary discussion with panels (20 min)</li> <li>- Summary (5min)</li> </ul>	<ul style="list-style-type: none"> <li>Sub Theme II</li> <li>- 6x Multi-Funct grps (1 hr)</li> <li>- Backbriefs (30min)</li> <li>- Plenary Discussion with speakers (20min)</li> <li>- Summary (10min)</li> </ul>	<b>Cultural Event - Gettysburg Battlefield Tour</b>		
		<ul style="list-style-type: none"> <li>Key Note Speaker II: ASG Anthony Banbury - Evolving peacekeeping training challenges</li> </ul>					
Lunch		<b>Functional Grp (1hr)</b>	<b>Regional Grps (1hr)</b>	<b>Bilateral discussions (1hr)</b>			
Afternoon Session 1		<ul style="list-style-type: none"> <li>UN Update: Mrs. Izumi Nakamitsu,</li> <li>UN Integrated Training Service update, Mr. Kevin Kennedy</li> </ul>	<b>Regional Group Report</b>	<b>Thematic Discussions:</b>			
			<ul style="list-style-type: none"> <li>Special Tng Item: Dr. Annalisa Creta – Harmonized Approach to Training</li> <li>Ms. Amy Rosnell – Protection of Civilians</li> <li>Minister Kazutoshi Aikawa – Japan's Efforts in Evolving Peace Operations</li> </ul>				<b>Refreshments</b>
Afternoon Session 2		<b>ECM</b>		<ul style="list-style-type: none"> <li>IAPTC Update: COL Bindal</li> </ul>			<b>Thematic Discussions</b>
		<b>Move to AHEC</b>	<b>Backbrief Special Tng items (15 min each)</b>				<b>Executive Summary</b>
Evening Session		<b>Ice Breaker (No Host) *</b>	<b>Ideas Bazaar</b>	<b>Dinner Guest Speaker: Dr. James A. Schear</b>			<b>Move to Crown Plaza</b>
	<b>ECM</b>		<b>ECM</b>				

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## Dear delegates and fellow colleagues of peacekeeping institutes, centres and organizations from around the world:

This report is a recapitulation of the 17th Annual Conference of the International Association of Peacekeeping Training Centres (IAPTC) held at Carlisle Barracks, Pennsylvania, in the United States of America from 14-18 November 2011. It provides the attendees with a concise reference of the proceedings and chronicles the key points of discussion throughout the conference.

The Peacekeeping and Stability Operations Institute (PKSOI) has been a part of the IAPTC since its inception in 1995, and it was our sincere pleasure to join with the United States Army War College (USAWC) and Center for Civil-Military Relations (CCMR) to host this annual assembly, for the first time ever, in the United States.

Since its inception at Canada's Pearson Peacekeeping Centre in 1995, the IAPTC has endeavored to promote a better understanding of peacekeeping, its goals and objectives, as well as the methods used in training for peace operations of all types. The Annual Conference is particularly important in realizing the Association's purpose to broaden contacts between various international organizations, peacekeeping training centers, universities and other interested groups in order to ensure more effective peace operations.

The conference theme for 2011 was, "Evolving Peace Operations: Challenges, Requirements, and Possibilities for Education and Training." The theme set a framework for the interaction between the 182 registered delegates from military, police, civilian, and pedagogical disciplines at the 2011 Conference. This diverse membership and their engagement throughout the year is the real strength of the Association – catalyzed by the Annual Conference.

For the first time, the Executive Committee drafted and distributed a consolidation of the ideas expressed during the week entitled, "Conference Considerations." We included this unofficial synopsis in this report and also sent it out to all participants. If you found it useful, please let your Executive Committee members know so they can continue the practice for future conferences.

I would like to give a special thank-you to our keynote and featured speakers for taking the time to address our assemblage. I would also like to thank the U.S. Army Heritage and Education Center for the use of its facilities during the Ideas Bazaar as well as the Crowne Plaza Hotel in downtown Harrisburg for its superb cooperation and flexibility to arrange lodging, transportation, and meeting venues. Undergirding the entire effort was the diligence of your Executive Committee Members and the Secretariat.

It was a distinct honor serving as the 17th Annual Conference host for this great body. I look forward to meeting in Helsinki, Finland for the 18th Annual Conference as we again gather to continue our work together *at the speed of trust*.

Colonel Cliff Crofford  
President, IAPTC  
and  
Director, Peacekeeping and Stability Operations Institute  
U.S. Army War College, Carlisle Barracks, Pennsylvania, USA

## Background of the Conference

The Peacekeeping and Stability Operations Institute (PKSOI) was one of the original members of IAPTC, and has participated in all of the Annual Conferences. At the 16th Annual Conference held in Dhaka, Bangladesh from 28 November – 2 December 2010, the participants approved the United States to host the 17th Annual Conference. The Executive Committee met in March 2011 at the US Army War College to plan the conference. The 17th Annual IAPTC Conference took place at historic Carlisle Barracks, Pennsylvania, in the United States, from 14-18 November 2011.

## Venues and Co-Host

The U.S. Army War College (USAWC), PKSOI, and The Naval Post Graduate School's Center for Civil-Military Relations (Monterey, California) co-hosted the conference. The Crowne Plaza Hotel in Harrisburg, Pennsylvania, USA provided the principal lodging location for conference participants as well as venues for the ice-breaker and Annual General Meeting. Each day, conference participants traveled by bus to the Army War College in Carlisle, Pennsylvania for the major conference events.

## Theme

*Evolving Peace Operations: Challenges, Requirements and Possibilities for Education and Training*

**Sub-theme 1.** *Identifying Future Education and Training Challenges and Requirements*

**Sub-theme 2.** *Identifying Possibilities, Subject Areas, and Methodologies*

## Attendance

A total of 182 delegates from 129 agencies/organizations/institutions of 42 countries participated in the conference. In addition to these participants, many staff and faculty from PKSOI, USAWC, and the Center for Civil-Military Relations (CCMR) also participated.

## Program

Following an Ice Breaker Welcome Social at the Crowne Plaza on the evening of 14 November, the first three conference days consisted of keynote speakers, presentations from the United Nations and the Secretariat, functional meetings, the Ideas Bazaar, thematic discussions, regional group meetings, special training topics, and a conference dinner event at Carlisle Barracks. The fourth day consisted of the Annual General Meeting and a Closing Ceremony at the Crowne Plaza followed by a visit to historic Gettysburg National Military Park.

## Conference Opening

The 16th IAPTC President, Brigadier General Imamuzzaman, opened the Annual Conference and Major General Gregg Martin, the USAWC Commandant, welcomed the assemblage to Carlisle Barracks on the morning of 15 November. United States Deputy Assistant Secretary of State Victoria K. Holt began the program by speaking on the challenges of peacekeeping. Mr. Jean-Marie Guéhenno, Director of the Center of International Conflict Resolution and former UN Under Secretary General for Peacekeeping Operations, followed Ms. Holt with a keynote address of peacekeeping challenges that will emerge looking toward 2020 and beyond. Finally, the UN Assistant Secretary General for Field Support, Mr. Anthony Banbury, gave a presentation on the challenges of training for peacekeeping.

## View from New York

Ms. Izumi Nakamitsu, UN Director of the Division for Policy, Evaluation, and Training provided delegates with an update on events at the UN. She spoke about the shift in personnel contributing countries, policy and operational realities, and the UN “New Horizon” initiative. She was followed by Mr. Kevin Kennedy, the Acting Chief of the UN Integrated Training Services,

# Executive Summary

Department of Peacekeeping Operations. He noted the greater demand for mission specific training procedures; discussed police and civilian peacekeeper training development; and spoke about protection of civilians. He called for job-specific and technical training standards.

## **Ideas Bazaar**

At the conclusion of day one, the participants enjoyed an Ideas Bazaar and refreshments served at the United States Army Heritage and Education Center (USAHEC). As the U.S. Army's preeminent museum and research complex located just south of Carlisle Barracks, the delegates were able to peruse displays of books, journals, training materials, photographs, and souvenirs. Military reenactors, dressed in a variety of period uniforms, were on hand to add to the historical flavor of the occasion.

## **Seminar Session One**

On the second day of the conference, Mrs. Suzanne Monaghan moderated a panel of military, police, and civilian representatives on the subtheme of "Identifying Future Education and Training Requirements." The seminar was divided into three functional groups: Military functional group briefed by Lieutenant Colonel Jean-Benoit Beaudoux; the Police functional group briefed by Mr. Terry Knight; and the Civilian functional group briefed by Mr. Nick Seymour. A plenary session with a robust and answer session followed.

## **Functional Group Sessions**

Conference delegates divided into either military, police, or civilian breakout areas to address functional peacekeeping concerns. Mr. Mike Kelly presented the military group's findings on the challenge of training standardization and environment adaptability. The police group's Lieutenant Colonel Tirso Campos discussed the challenge of increased financial pressures and reduced capacity to do research. Ambassador Soad Shalaby presented the findings of the civilian group on the challenge of changes in peacekeeping and the increasing demands upon civilians.

## **Regional Group Sessions**

During lunch at the Letort View Community Center (LVCC) IAPTC participants adjourned to separate areas of the dining room based on four geographic areas: Africa, the Americas, Asia-Pacific, and Europe. Each group discussed issues related to its region and reported back in a plenary session following the meal.

## **Special Training Topics**

Ambassador Soad Shalaby moderated three presentations: Dr. Annalisa Creta discussed the harmonized approach to training, Mrs. Amy Rosnell presented an overview of protection of civilians and a segment of the UN film "Mandated to Protect: Protection of Civilians in Peace Operations," and Minister Kazutoshi Aikawa presented Japan's efforts in evolving peace operations.

## **Conference Dinner**

Conference participants moved to the Letort View Community Center for the Conference Dinner. Dr. James Schear, the U.S. Deputy Assistant Secretary of Defense for Partnership Strategy and Stability Operations presented an address entitled, "Training is the Most Vital Aspect of Peacekeeping" and entertained questions from the diners.

## **Seminar Session Two**

On the third day of the conference, Mr. Jonas Alberoth moderated a panel focused on the subtheme "Identifying Possibilities, Subject areas and Methodologies." Presentations were made by MG (Retired) Robert Gordon, "Considerations for Mission Leadership in UN Peacekeeping Operations;" Mr. David Lightburn, "A Comprehensive Approach;" and Mr. Peterri Taitto, "Methodologies." At the conclusion of the presentations, an open question and answer period followed.

# Executive Summary

## **Thematic Sessions**

Six multifunctional groups met and created presentations:

- Mr. Bill Flavin covered training gaps and the need for better multifunctional training.
- MG (Ret) Gordon addressed leadership challenges in complex environments.
- Ms. Rosnell focused on complexities for senior leaders and such training shortfalls.
- Mr. Taitto addressed training center relationships with students' home countries.
- Ms. Creta focused on the need to integrate, debrief, and share lessons learned.
- Mr. Lightburn addressed the comprehensive approach to peace operations training.

## **Annual General Meeting (AGM)**

On the final day of the conference, members gathered at the Crowne Plaza Hotel for the IAPTC 2011 Annual General Meeting. The new members of the Executive Committee were selected and the contribution of the ex members of the Committee were acknowledged.

## **Closing Ceremony**

Brigadier General Abul Basher Imamuzzaman, Commandant, Bangladesh Institute of Peace Support Operation Training (BIPSOT) handed over the Presidency of the IAPTC to Colonel Cliff Crofford, the Director of PKSOL. Major General Martin closed out the 2011 IAPTC Conference by recognizing the BG Imamuzzaman and presenting him with a gift.

## **Visit to Gettysburg**

Many delegates visited historic Gettysburg National Military Park where IAPTC participants were treated to a guided tour of the United States' most famous Civil War battlefields, and saw the site of President Abraham Lincoln's "Gettysburg Address."

**Introduction:** The following excerpt developed by the IAPTC's Consolidation and Development Committee summarizes many of the key points discussed during the conference. The purpose of this effort was not to precisely record discussions or decisions, but rather to give participants a takeaway to complement their own notes and reflections.

## **A Vision for peace operations in the future and their evolution:**

Key elements of a vision include: an increase in the range and diversity of peace operations, an increasing need for partnerships, more robust deployments and operations, importance of the quality of peacekeeping, an increasing role for civilians in peace operations, a trend to an even more comprehensive approach in operations, and the need to be able to think “outside of the box” in designing future operations, perhaps moving towards a more modular and focused approach.

## **The peace operations education and training environment:**

Peace operations education and training is the bridge between doctrine and action and between international vision and missions. The next several years will be characterized by the realities of fiscal constraint, increasingly strong peace operations, burgeoning demands on the peace operations community, growing expectations for success from the international community, a continuing erosion of host-nation consent, the growing importance of the law and order dimension of peace operations coupled with the blurring between the challenges of organized crime and the perpetrators of the conflict itself, a need for enhanced civilian capacity and capability, and finally the need to make intelligent use of emerging technology.

The four IAPTC regions have all strengthened and progressed during the past year—in areas such as new partnerships, initiatives, recognition of new areas for training and enhanced pre-deployment training.

## **Future education and training requirements and challenges:**

The requirement for peace operations leadership training is a principal area of focus; not only for senior leaders but also at lower levels, due to the importance of tactical level decision making in peace operations. Such leadership education and training should include the necessary professional background, a solid knowledge of the crisis and mandate(s), a thorough understanding of complex peace operations, a detailed understanding of the roles, mandates, capabilities and limitations of other peace operations contributors, and a broad range of soft skills such as cultural awareness, interpersonal relations, negotiation and mediation skills, communications, flexibility, adaptability and creativity.

In addition to leadership training, many other requirements are common to all functions. Principal education and training requirements for all include the following subject areas: an understanding of the crisis, a knowledge of complex peace operations, and an awareness of other contributors to peace operations. In addition, the following relatively new subjects are particularly important in preparing for a mission: protection of civilians, sexual and gender based violence, and sexual exploitation and abuse. A further considered requirement was a focus on robust peace operations (“robust” as Brahimi envisioned and articulated it as it applies to deployments, capabilities, posture, force, actions, and confidence).

Military specific requirements also include key peacebuilding tasks, as well as human rights and rule of law; and greater mission interoperability. The military also has the dilemma of requiring a certain level of standardization of interoperability, while at the same time needing to adapt to the changing peace operations environment. In a wider than military mission sense, interoperability is replaced by the need for compatibility.

In addition to the aforementioned common education and training topics, police training needs to cover the many diverse roles of police, as well as the need to be pro-active in seeking cooperation in missions and the need to understand the linkage with justice and corrections systems.

There is also a need to train together—civilians, police and military training together promotes a greater degree of integration. A further consideration is the importance of effective pre-deployment training.

# Conference Considerations

Challenges confronting educators and trainers include: financial constraints; overcoming the status quo; the effective monitoring and evaluation of training; the need for innovation; the gap between training and doctrine in some areas; plus age-old challenges of process, relevance, delivery, timeliness and new challenges such as protection of civilians.

## **Education and training possibilities, subject areas and methodologies:**

A concept for a Comprehensive Approach might consist of a series of core requirements for all organizations contributing to peace or crisis response operations, such as leadership, a comprehensive understanding of the crisis, understanding each other, knowledge of peace operations, willingness for interaction, and some form of communication, and sharing information. The effectiveness of a comprehensive approach built on the foundation of these factors will be enhanced through a further series of factors: consultation, cooperation and compromise; common objectives or vision; flexibility; and creativity and adaptation. These elements in turn suggest areas for future education and training commencing with a strong focus on informed leadership at all levels. Recognizing that institutional mandates and operational methods limit some contributors, each of these requirements and factors need to be actioned or implemented to the maximum extent possible by all contributors. The suggested comprehensive approach is neither a structure nor a process.

Future operations will be increasingly dependent upon a professional, flexible, adaptable and creative leadership, especially at senior levels. The selection process for such leaders needs (to the extent possible) to be depoliticized. UN senior leaders receive little training and are selected from Member States without any evidence of their competence to operate in today's complex environment. One recent aid to leadership and trainers is the Challenges Process "Considerations for Mission Leadership in PKO"—a multinational effort to provide guidance and training support to mission leadership including a planning methodology to capture the activities, risks, challenges, and considerations of a series of generic outputs contributing to the key mandate objectives distilled from recent security council resolutions (available in English, Spanish, French, and Chinese, and soon in Arabic).

## **One existing mechanism for preparing senior leaders is the UN's Senior Mission leadership courses:**

The Protection of Civilians is a further important area for education and training focus. Everyone must understand each others' roles, responsibilities and capabilities, especially those of the host nation, and that it is not simply an issue of use of preventive force. Protection as a means of prevention is preferable to response.

There are a range of education and training methodologies to meet today's challenges—Important for reasons of both quality of training and cost-effectiveness. There is a tendency to rely too heavily on past missions and to educate and train by filling training gaps in such missions. We need to look ahead and identify emerging and future needs. Additionally, we identified an increased need to train on how to mentor, advise and train.

In order to identify future education and training challenges, a harmonized approach to training would be beneficial. There is a potential opportunity to enhance interoperability through use of a CivCap Roadmap and good stock-taking practices, in order to facilitate the building of bridges and partnerships within the education and training community.

Education and Training needs and possibilities are addressed in different ways in the three recognized functional areas. The military has a culture of training and uses its training system (including the progressive staff college, further levels of senior officer education and training, and specialized courses and exercises) to ensure competence in the peace operations field. The police focus on specialized pre-deployment training. The huge diversity of civilians deployed to a mission leads to several education and training approaches. Some receive government-sponsored preparations, and some receive training from international organizations and non-governmental organizations. The associated gaps and bottlenecks between training and deployment require attention.

The increasing role of women in peace operations needs to be recognized and addressed by educators and trainers in all functions. Other important areas of consideration are cross-cultural competencies; understanding cultural diversities of both hosts/locals and contributors; role of formed police units in an environment with law-and-order issues organized crime, and corruption challenges, including a focus on protection of civilians; better engagement with local authorities; joint training with military and civilians; better unity of effort in mission; and the possibility of using enhanced simulation methodology in future education and training.

# Opening Remarks by Brig. Gen. Imamuzzaman



Respected Maj. Gen. Gregg Martin, Commandant, United States Army War College; Ms. Victoria Holt, Deputy Assistant Secretary, Bureau of International Organization Affairs; Colonel Cliff Crofford, Director PKSOI; Members of the Executive Committee of IAPTC; Distinguished Audience, Ladies and Gentlemen. Good Morning.

In this fine morning I feel extremely honored to welcome you all to the 17th Annual Conference of the International Association of Peacekeeping Training Centres here at Carlisle Barracks.

The small organization known as IAPTC, which started in 1995 at the Pearson Peacekeeping Centre, has grown as big as you see it today. In the last sixteen years, it has gone through a lot of development and transformations due to the specialized requirement of training for peacekeeping operations. All these development have been possible because of your active support and encouragement.



I would like to thank each one of you for all the support and commitment to the IAPTC without which the IAPTC would be nothing but a five letter acronym. With all of your graceful presence and active contribution, the week ahead promises to be productive and will provide excellent learning sessions where collectively we can explore the benefits and challenges associated with training for peacekeepers.

As you know, the aim of the IAPTC is to facilitate communication and exchange of information between various peacekeeping training centers and among those responsible for and interested in peacekeeping training. We use this forum to understand the increasingly complex environment, exchange well-tested practices and information, and strengthen the community of practice.

The 16th Annual Conference held in Dhaka, Bangladesh in November of last year underscored the key challenges being faced by contemporary peacekeeping missions with complex mandates and underscored the need to train together in order to improve the effectiveness and success of missions.

This year's theme "Evolving Peace Operations: Challenges, Requirements and Possibilities for Education and Training" builds upon those outcomes and reiterates the peacekeeping training centers' need to work more closely in response to the multiplex challenges of today's peacekeeping operations. In order to focus the discussions on this relevant and timely topic, the Executive Committee has also developed two sub-themes: "Identifying Future Education and Training Challenges and Requirements" and "Identifying Possibilities, Subject Areas and Methodologies."

The idea which prompted the Executive Committee to choose the theme is the requirement of effective and appropriate training and education for the participants of UN Peacekeeping missions. The peacekeeping training centers around the globe provide their relentless support to the Blue Helmets to deploy effectively in conflict and post-conflict zones, in an integrated manner. The success stories that signify vivid presence of the UN around the globe have largely been the contribution of the people present in this august gathering.

## Opening Remarks by Brig. Gen. Imamuzzaman

Dear audience, the responsibility of protection of civilians (POC) for peacekeepers has recently become a critical focus of the UN. The issue has drawn international attention following high profile civilian protection challenges in the Democratic Republic of Congo (MONUSCO), the centrality of protection in the mandate of the UN Hybrid Operation in Darfur (UNAMID) and the focus of civilian protection by the International Security Assistance Force (ISAF) in Afghanistan.

In close proximity to protection of civilians, a common understanding of robust peacekeeping and doctrine of the use of force is increasingly urgently required by the new challenges in the field. A greater harmony of understanding, training and approach is needed for this crucial issue irrespective of differences in doctrine, operational mindset, experience and socio-cultural diversity among the blue helmets.

Distinguished audience, as peacekeeping is one of the fundamental tools employed by the UN in its objective of maintaining international peace and security, there is also a corresponding obligation on the part of the UN to continuously innovate in the fields of training and education for peacekeepers. The challenge of training and education is that training must be mission-specific. Yet mission specificity in training should not overrule the need for standardization, which in turn contributes in mission success.

Comprehensive training is essential to enable the peacekeepers to jointly function in a complex, multi-dimensional setting to achieve the ultimate purpose of maintaining international peace and security. To this effect, it is imperative to look at the training needs and challenges facing these elements. Multinationalism of peace operations guarantees that we will encounter the problem of wide discrepancies between the skills and abilities of the different national contingents. Thus we hope to spotlight, identify, and develop some common standards in training content and methodology in this conference.

It is equally important to have doctrinal and procedural convergence, interoperability, and to have a set of minimum standards required by a common operation, both among the countries that provide stability forces and among the international organizations that use them. To this end, there is a need for cooperation among the countries' doctrine centers, training facilities, and headquarters and among the leading organizations.

I am confident that the 17th Annual Conference of the IAPTC will allow us better ponder these issues as well. We have a very exciting and busy program ahead of us, which will undoubtedly broaden our thinking on these important topics. I look forward to exploring the challenges of training and education for today's peacekeeping missions with complex mandates.

The day before yesterday, His Excellency Mr. Ban Ki-Moon, the Secretary General of United Nations, visited the Bangladesh Institute of Peace Support Operation Training (BIPSOT), and I cannot check the temptation of sharing his remark about training of peacekeepers. I quote

*And you are also sharing your knowledge with the world. Last November, BIPSOT hosted the 16th Annual Conference of the International Association of Peacekeeping Training Centres. I have seen your troops in some of the harshest climates and the most difficult terrain. They are deployed thousands of miles from home. They may not know the language. But they sacrifice everyday for the greater global good. Nothing is more noble.*

His remark indicates we need to do lot more for the training of peacekeepers around the world to make their life better in every way possible, and surely that's our goal.

I would like to thank the U.S. Army War College, PKSOI, and the Executive Committee of the IAPTC for all their hard work throughout the year in planning, preparing, and hosting this year's conference in the historically significant Carlisle Barracks, which has served the country for more than two centuries as mentioned by General Martin in his welcome note.

Distinguished audience, at the end, I thank you once again for your kind presence and for supporting the organization of the 17th Annual Conference of IAPTC. I wish you all a very pleasant day.

# IAPTC Welcome Address by Maj. Gen. Gregg F. Martin



Thank you, General, for your inspiring words about this extraordinary conference.

On behalf of the United States Army War College, it is my pleasure to welcome you to this conference and to this important purpose. Together with the U.S. Army Peacekeeping and Stability Operations Institute and the Center for Civil Military Relations, we are honored to host this great event.

I would like to take this opportunity to recognize and thank Colonel Cliff Crofford and his team at PKSOI for their tremendous efforts to make this event possible here. Also, I would like to recognize several distinguished members of our audience this morning : Ms. Victoria Holt, the Deputy Assistant Secretary for the Bureau of International Organization Affairs at the State Department; Mr. Dale Ormond, the Deputy to the Commanding General at the U.S. Army Combined Arms Center, Fort Leavenworth, Kansas; Brigadier General Timothy Trainor, Dean of the Academic Board, United States Military Academy, West Point, New York. Again, thank-you to Brigadier General Abul Basher Imamuzzaman, President of the IAPTC and Commandant, Bangladesh Institute of Peace Support Operation Training (current President of the IAPTC); Mr. Anthony Banbury, Assistant Secretary General for Field Support at the United Nations in New York; Ms. Izumi Nakamitsu, Director of the Division of Policy, Evaluation, and Training in the United Nations Department of Peacekeeping Operations in New York; and Mr. Jean-Marie Guéhenno, Director of the Center of International Conflict Resolution, New York, New York.



I wish to extend my thanks to all of you for joining us for this event. We are humbled and proud to host this important gathering. We share your commitment to apply training and education to pursue stability and a better peace. When this Army War College was established 110 years ago by then U.S. Secretary of War Elihu Root, he established the vision for this institute of education and leader development as, “Not to promote war, but to preserve peace.” Secretary Root believed that we must preserve peace “by intelligent and adequate preparation to repel aggression.” If attempts to keep peace fail, Root recognized the need for wise, educated strategic leaders who would bring aggression to a quick end and then would build a better peace out of the horrors of war. The vision to promote peace endures, and it drives our mission to develop, inspire, and serve strategic leaders.

We are proud of the Army War College legacy as an institute of higher learning focused on bringing joint, interagency, and multinational partners together to study and confer on the great challenges to national and international security. We are proud that the Army War College offers a strategic leader education that is sought by both military and civilian students, and by both U.S. military officers and 67 military officers from nations around the globe.

We expect much of our students. Should deterrence fail, they must be able to fight and win their nation’s conflicts and, equally, commit to winning the peace. Our Peacekeeping and Stability Operations Institute (PKSOI) is at the forefront of this effort today. It is our Army’s center of excellence and the Army’s link to the peacekeeping community. The Institute is engaged with joint, interagency, and multinational partners. PKSOI partners with peacekeeping practitioners through development and review of plans, policy, concepts, doctrine, and training.

The Peacekeeping and Stability Operations Institute represents the Army’s commitment to responsible peacekeeping and stability operations, and to the power of professional relationships. PKSOI’s work complements the work done by the Association. Since

## Welcome Address by Maj. Gen. Gregg F. Martin

1995, the association centers, institutions, and organizations worldwide have contributed to peacekeeping efforts through research, education, and training. You have become an important forum to share emerging concepts and doctrine, to develop a common understanding among participants in peace operations, and to provide operational feedback. The collective effort is improving practices and developing initiatives. The collective effort invests in regional security and stability throughout the world.

That is why this week—this annual conference—is so critical. Here, this gathering of peacekeeping professionals can contribute to the dialogue and promote a better understanding of peacekeeping goals, objectives, and training methodologies. The true value of this conference is to gather professionals united by a common purpose. Your business is to explore ideas and address challenges for education and training of those who will be responsible for “winning the peace” as an alternative to conflict, or in the aftermath of conflict.

Working together by sharing ideas and best practices is important if our training and education programs are to remain relevant in addressing the complexities of peace operations in the 21st century. I am confident that this conference will continue to provide our leaders with insight, wisdom and friendships, so we can identify challenges and develop training and education programs, to make a difference for peace.

I am inspired by this gathering. I pledge the support of my team, and I hope you will find this a positive and productive week.

# Guest Speaker Ms. Victoria K. Holt

## Deputy Assistant Secretary of State, Bureau of International Organization Affairs



I have actually spent almost as much time here as I have in Rhode Island. Thank-you very much and thank-you to the IAPTC, the Executive Committee, and all the members for inviting me here today: including Brigadier General Abul Basher Imamuzzaman, President of the IAPTC and commandant of the Bangladesh Peace and Support Institute of Operations and Training. I would also like to recognize our honored guests. They have been referred to a number of times, so I would like to recognize Mr. Dale Ormond, Brigadier General Timothy Trainer, and our distinguished guests including Izumi Nakamitsu and Tony Banbury. I would also like to thank the Peacekeeping and Stability Operations Institute. They are true partners with us at the State Department within our interagency process. And they are very able to work across the Interagency and keep us very tuned into what's going on with peacekeeping and for that I am very grateful.



I really want to bring greetings on behalf of the U.S. Government, and what I will do today is talk about briefly about: why it is such a pivotal time for peacekeeping, why the U.S. is committed to it, and what the key challenges are that I think all of you know so well. Then, maybe, suggest a couple of areas for going forward, for this group in particular. If I have one common theme it is that we, this organization, work in exactly the space between the aspirations of the International Community and what happens in the field? I can't think of another place where the difference lies in what you do every day as trainers.

I see it every morning when we have an eight o'clock phone call, and we talk to New York and say what is on the Security Council agenda. With great frequency, it is a peacekeeping mission, it is a political situation in a country with an operation, or an operation on its border, or an operation that might have a political mission, and this is what draws our attention at a strategic level. We can only hope and pray, occasionally, that peacekeepers who have been deployed, both military, police, and civilians, have the best strength they can, and the best leaders they can, and the best equipment they can have because what they do is what we care about. I think that the training community is where this connection mostly gets made.

So I just want to say this with great sincerity, to tell you to think about me at eight o'clock in the morning and perhaps think about those remarks in that vein. I just want to point out another thing that is obvious. Peace operations are really a gamble. They are a gamble to which the parties to a political agreement can take hold. That they will stick to what they have an ambitions for and that the International Community can come in and nudge, persuade, and cajole them to live up to their own ambition, to express their differences through politics, not through violence. That is a hard job as that gamble means that they will put down arms and pick up ballots and that they will listen to lawyers about the rule of law and talk to their own civilian society. This is not easy in any case. We ask peacekeepers who go into a place where it is difficult enough to know that you need a peacekeeping mission, but it is not easy. If it was easy, you wouldn't need a peacekeeping operation.

So the nature of peacekeeping is to take that gamble, which means that this is fundamentally the toughest job you can imagine ever sending military police and civilians into. For that I think, in a sense, we are all committed to something that is among the more difficult jobs in the International Community. That sets us up occasionally for failure, and that is something that this conference and others want to anticipate better. We want to be better early on so that we can recognize when that political fragile piece is

becoming a bit unstuck and figure out what we can do to reinforce it. So I would like to talk briefly also about some of the well-known challenges and why we recognize that training is one component of this.

The tempo of peacekeeping missions has not diminished. I think that maybe a decade ago we saw a surge. By the nature of a surge, you would think that it would surge then it would go back down. Except the surge has not really ended. Starting in the late 1990s, after a period of reconsideration, new missions were launched and many of those missions are still going on. The Democratic Republic of Congo, police training in Kosovo, and East Timor, are winding down. Sierra Leone is almost completed, but many of these missions that started in the last decade are still with us today.

We have also seen an increase in the demands and expectations of these missions. Not only have these peacekeepers been asked to go places where it is a very difficult to build a state and help the rule of law take hold, but, also asked to help strengthen the political peace and help a government govern. We have also asked peacekeepers to go where they need Chapter 7 authorization, where not everyone has laid down their guns, and where those who wish to continue the fight are doing so. In these places, we may have strategic consent and an invitation to deploy, but for peacekeepers, stability is not always assured, and the role of the peacekeepers, at the very local level, is to make sure, as best they can, that things stay together and that violence does not go forward.

So in a sense, we the International Community are asking more of ourselves. We can certainly look back and see the things that the Brahimi Report laid out have actually taken place. Much of the reforms called for over a decade ago are well on their way, but we have added to the list. We have added to what the UN missions are being asked to do and that too comes back to: How do we support training to make that connection to the aspiration of the International Community? It is expressed by the General Assembly, Special Committee on Peacekeeping, the Security Council, troop and police contributing countries or others, including the host nation and the regional organizations that also support peace. So these are sort of some of reasons that the United States cares, and I can say that with great sincerity.

I sat behind Secretary of State Hillary Clinton when she addressed the Security Council a little over a year ago when she said, “We will do our best to work together to improve every aspect of UN peacekeeping.” Ambassador Rice works every day on this in New York. She is a staunch and clear advocate for these UN missions, as is President Obama, who gives us direction. I regularly go to meetings in our White House that focus a great deal on how these missions are doing and on what we can do to support them better. It is also on how our government turned to the UN in the past two years. I have seen this in Sudan in particular.

We are moving forward with a comprehensive peace agreement that was very much a partnership with the leadership in the UN and other member states that work within the UN system. We watched the peacekeeping mission have two difficult jobs. Now we have three. We turned again to the UN when South Sudan needed support to become a government and govern its own people. It has been a very challenging mission. That it is a tough job—helping a country become a nation. It’s a situation where there are still armed groups internal to the borders. We know that there is ongoing violence between the border areas with Sudan. So this is the environment where we somewhat have aspirations for. We also see that peacekeeping is often what, although maybe not in such difficult places, is what helps bring in the rule of law.

So let me speak briefly on what we do. I must be upfront. The United States is not a high-level personnel provider to UN peacekeeping missions. You won’t see our numbers, military and police, on the top of the list for troop contributing countries, but don’t let it suggest that we don’t fully support those who deploy from our country. I have had the pleasure of meeting two: the women served in Congo and out in Goma. I have talked to the Creole Haitian Americans who were serving as police in Haiti and really adored their job, helping work there with police training. I have been to Juba, South Sudan where there was more police training. So these are individuals, and we back them up and care about their role. We realize that it is others who have provided the bulk of personnel to UN missions. For that reason, we see our role in the U.S. in a couple of major areas, as support to IAPTC and other training elements, but also to back up missions, politically.

In the end, peacekeeping is one tool of many to bring a stable peace. So often it is the diplomatic component that needs to support what the peacekeepers are doing in the field. I think that is something that we feel we can help provide when a mission faces a

challenge. Whether it is Cote D'Ivoire elections going in a different direction. Whether it is Congo facing elections later this month with its ongoing challenges, particularly in the East. When it is Haiti after an earthquake where our President sent in our military to aid with the humanitarian effort and an excellent partnership was born out of that.

So I think that contribution is can be recognized. We have also supported direct training. I have a colleague here from the Global Peace Operations Initiative (GPOI), which was launched in 1995 with the ambition to help train 75,000 forces and has actually exceeded that amount. It is over 140,000 today and the program has also been extended and deepened. It has been broadened to work to train-the-trainers (TOT) and to help build capacity on a greater scale. For that I think that many of you are familiar with that program, and it is one that we greatly value. The Secretary also announced last year the small, beginning program needed to look more at police and police training and formed police units because we know that the rule of law is so critical to what UN operations are able to do. So while that is beginning, it is also an area where I want to flag that we have a commitment to and support for peace operations as we move into this area.

I think actually that GPOI troops have provided support to the African Union Mission in Somalia (AMISOM) to help push back Al Shabab. Sometimes training goes beyond even UN lead missions and we think that is a useful synergy between different kinds of organizations in peacekeeping. We also know that for all our support of peacekeeping, it faces major challenges. I have mentioned a few.

How do we support better rule of law and police, whether they be formed units or individuals? How do these individuals learn the very detailed skills sets that they may need? How do we persuade governments to give up personnel they may need at home? How do formed units actually understand the local community? How do we do crowd control in a place where they might not even know the national language? We have also faced capacity gaps. I think that this is sometimes underestimated that if a mission cannot move around its area of operation, if it cannot fly into an area where there is insecurity, if it doesn't have the medical unit to back someone up—then this undermines the mission and its ability to move forward. I have also mentioned the political piece.

I won't go into detail here, but I believe that all of us must get the backing to send those peacekeepers forward. It is those countries that have invited the peacekeepers in; it is the regional partners; it is the Security Council; and it is all of those countries represented here that want to invest in peacekeeping. Let me pick three issues that are really hard, but I am picking these because I have seen this community help lead them and I want to appeal to your expertise so that we keep moving forward on each of them.

The first has already been mentioned. It is protection of civilians. It is with an astonishing movement forward that we watched over the last few years the recognition that while mandates have said to protect civilians for over a decade, it has certainly been an implicit role of peacekeepers since they have been deployed. There has really been huge movement forward in just the last couple of years. I want to give credit, specifically to DPKO and the work that Izumi Nakamitsu and her team have done in the training shop, working with the partners here to try to put some content to protection of civilians. I really can't think of a harder job. An average military person is not trained to protect civilians. You don't come from your government with a long history and understanding of what that means.

Yet that is exactly what military personnel, along with police and civilians, are told to do on these missions. We know that if they are not aware of these problems and the challenges to civilian security then the whole mission could lose credibility and legitimacy if, on their watch, civilians are attacked and hurt. Now sometimes such violence is opportunistic and small and will go away, but at other times it is part of a much larger political challenge. It is people attacking a civilian population for their own political gain, and those times are different. So we fully support the effort to create missions that understand the threats and vulnerability to civilians in their area and understand the role, within the mission, of civilians, particularly on early warning, but also the role of police and military anticipating the violence and trying to reduce it. It could be a mediation unit, it could be more aggressive patrolling, and occasionally it means going into a place when you don't know what is happening.

I think that this is something that is moving forward. The challenge to you is to make it move forward further, to make it take hold. I have actually watched the UN and this community become the innovators of some of the first training in these efforts. Some of the national governments are interested in this, but they are catching up with some of the work done within this community. It's not easy, nor should peacekeeping try and protect everybody from everything. That is certainly impossible, and we recognize that. We understand that role, in what a mission can do to support a host nation and their responsibilities. So the question here is where are we now? Is there a voice for this community to recognize the progress that has been made? Do you have recommendations on the core elements of training that other governments could adopt? I think that is something that is built out of success coming from a huge challenge.

Now related to this is a second issue that isn't easy either. The Security Council has passed numerous resolutions dealing with sexual and gender based violence. It is recognized that it is a component of war, and it has asked peacekeeping how it can handle this. Boy, this is not something that you can take a handbook off the shelf and have it tell you exactly what to do. So this is why I want to raise it in this community. You are being asked to carry out training for peacekeepers who will face these challenges in their own areas of deployment. We know for example in Liberia, as high as 40% of people have suffered from sexual or gender based violence both in the conflict and after the conflict. I have had American ambassadors come and knock on my door at Washington and say "I am working in a post-conflict environment but the level of sexual and gender based violence is horrible and I don't know what we can do about it." That is a fair question, and you know that the Security Council has asked for full attention on this.

I want to appeal to this community, because you know that this is hard and because you are trying to figure out how to train, tell us what you think are the best lessons learned from those who have deployed and come back. Tell us your experience of those who are sent out, whether individual or units or senior leaders. Let's build a community of knowledge. Here is the gap that we want to close. It is the ambitions of the Security Council and the International Community, saying you should close the gap and what is actually able to be done in the field. If this is not achievable in the field, we have a huge problem. This is the community of people who understand that better than I do and can certainly teach us what we can do better.

The last one is also a challenge and it is one that is somewhat personal to each of us. Which is when peacekeepers themselves are either abused or themselves commit sexual abuse or any abuse, we call it Sexual Exploitation and Abuse (SEA). That can quickly undercut a mission faster than all the food programs, all the governance, and all the elections. It is a stain on peacekeepers that is pernicious and longstanding. There has been much work done in this area, but for this we very sincerely wish to appeal that we can all do better. We do an annual report to our Congress. We tell them about the work done at the UN. We know that it hasn't gone away and, in some cases, it may be coming to greater light. I don't know the exact answer, but I want to focus on it the year going forward.

Sometimes troop contributing countries don't report back on what they have done when peacekeepers have abused a local person or something. That makes it very difficult for us to understand what their responsibilities are since peacekeepers are sent to protect people and represent the International Community and make sure that they hold up the highest and best for all of us. Now, again, I raise these issues, not because I think that they are easy. I do so because they are hard, and our commitment to peacekeeping and the training that you all support, and our own belief that this is one of the best mechanisms that the International Community has.

To help countries coming out of conflict to have a chance at a stable peace, it is really something, with great sincerity, that we watched over during the last decade, along with the efforts to move forward whether it on the military training side, on doctrine development guidelines, or on the increase of civilian capacity, which I look forward to hearing about later when Mr. Guéhenno is here. I think Tony will talk a great deal about how we have gone to a more wide-mission support strategy. The three areas I flag are the ones we in the International Community can learn from.

Those are just a few opening remarks. I hope that I have not started with the toughest stuff, but perhaps I have. It is out of a commitment that this community has. It is an invitation to work with us as partners. There is, maybe, a larger theme for the United States Government. It is partnership. We see our role in the world as rolling up our sleeves and doing our part with multilateral

organizations; working alongside regional organizations; and working within the UN, not because the UN is a perfect organization or that we have a idolized vision of it, but because it is what we have and we want to make it more effective, more able to deliver on both our moral and strategic inhibitions.

So I want to thank everybody here. I want you to know we can think about how the training we discussed goes back into doctrine and how we support our leadership training on that and how we give voice to that. So one thing for consideration here for this organization is, do you have enough of a common view now? Do you express that back to us in all the member states? Do you have recommendations that can be taken forward by policy makers? It is certainly something that we are all interested in and open to. You can think of me at eight o'clock in the morning trying to understand what is happening before the Council and know that I am banking on all of you to tell us how it is going, what we have done so well, and what we can do better because we can only do better in the future. Thank you very much. Thank you to the Peacekeeping and Stability Operations Institute and everybody here.

# Vision 2020

by Mr. Jean-Marie Guéhenno

Director, Center for International Conflict Resolution



Well it's really a great pleasure to be here at the Peacekeeping and Stability Operations Institute. It's really a center of excellence, and one of the places where a number of very good people think about the future of peacekeeping and stability operations. It's a particular pleasure also to be there at the IAPTC meeting because it brings together different perspectives from all over the world. It's an opportunity for us to think about this very difficult business, but very important business, of peacekeeping.

I was asked to speak about Vision 2020. I don't know if that means if you go to the time-ologist how we would have perfect peacekeeping, or whether it means what will peacekeeping look like in 2020. I would like to say that in 2020 peacekeeping will be perfect. Maybe not, because it's an imperfect art, and my challenge this afternoon is to



try to go beyond the tactical, the immediate concerns, and look at the longer-term picture. Of course, we know that peacekeeping has gone on since the end of the Cold War through, already, boom and bust cycles. There was a boom of the early years, early 90s, which ended in a bust, and by the late 90s, certainly, the dominant view would have been that peacekeeping, and certainly UN Peacekeeping, was finished. Then we have seen since 1999, a continuous growth of peacekeeping, growth of UN Peacekeeping, and growth of peace operations in general beyond the UN. To the point, that today this is an activity that occupies in the UN more than 100,000 personnel. The figure keeps changing, I think about 120,000 people, between uniformed and civilian personnel. If one was to add in other stability operations, we would be at the quarter million or more figure.

That's a huge enterprise, and of course as we look at the difficulties of several operations, UN and non-UN, as we look at the fiscal crisis that is affecting the whole world, the question arises. Is peacekeeping a luxury? Are these interventions in countries that we know little of, and whose strategic value is sometimes questioned, are they going to last at a time when every country is trying to save money? This is a relevant question. It certainly challenges all of us peacekeepers, because it means that if peacekeeping is here to stay, it will have to make sure that it is managed in the best possible way because every cent spent on peacekeeping will have to be accounted for. Certainly when one looks at peacekeeping in 2020, this is something that we have to have in mind.

I personally believe that peacekeeping is here to stay. In a way it is bad news because it means that a number of problems that peacekeeping addresses are here to stay. There will continue to be a number of fragile states around the world and just abandoning those countries is not a luxury that we can afford. The whole international system is based on the idea that every government, every state, is, so to speak, the keeper of its own people, hopefully the benevolent keeper. Since that is the fundamental arrangement of the international community, if it happens that keepers are not keepers, if areas of ungoverned space appear then indeed there is a problem. It is first a problem of the poor people who do not enjoy the benefits of government and the security it provides. But it is also a threat for the whole world, which cannot afford to have ungoverned spaces. So I think the issue of how you address civil conflicts, how you address the erosion of states is an issue that is going to stay with us and will certainly be here in 2020.

Now how should we address it in this context of fiscal crisis, how should peacekeeping, what should be our focus, as we look to have the most effective instrument a little less than ten years from now, I would say that the approach that the panel that I had the honor to chair on civilian capacity (CIVCAP) in the aftermath of conflict, in a way, that approach which was limited to civilian capacity has some value for the broader issue of peacekeeping, in the sense that we will need to be flexible, the report says nimble. We will need to build partnership, we will need to work on the issue with several actors. The idea that this is a challenge that any

one actor can take on is an illusion, and so this whole idea of being flexible, of having partnership, and of having expertise, because this is a very tough job, is going to be with us if we want peacekeeping to be effective.

I would want to look at five issues that may be important in 2020. I will start with one, which in a way has historically defined peacekeeping, which was the question of what is the role of force in peacekeeping. There has been since the beginning of peacekeeping, since the first deployment of military units on the Suez Canal, there has been quite a change in the use of force from the symbolic use in the United Nations Emergency Force (UNEF) to now a very robust peacekeeping in the Democratic Republic of Congo and other theatres of operation. I would be presumptuous to make too many predictions on what the use of force will look like in 2020. I think robust peacekeeping is here to stay with us because the countries that authorize peacekeepers to deploy will want those forces to make a difference for the people under threat. I think that has staying power. But I think at the same time, the use of force is going to continue to change. What strikes me there, and I will extrapolate a bit is, in a way, the convergence of military operations, peace operations, and police operations. More and more we see organized crime that reaches levels that require forces that go beyond the capacities of police. We see military units intervening in slums. We see what the UN has had to do in Haiti. We see that in more and more areas of conflict, the border between crime and war becomes more and more difficult to define. Meanwhile, on the military side, because more and more we look for a very targeted use of force. This raises a whole set of questions on the rules of engagement, especially when the combatants are in, to borrow from Rupert Smith, the men are waging war amidst the people and so the challenges in the use of force are infinitely more difficult than those in traditional warfare. This war among the people raises tactical issues, of which there are many. People are much more expert on those issues than I am, so I will just point the issue without elaborating in it, and it raises legal issues too, which are very complicated. So I think if we think correctly about peacekeeping in 2020, we certainly have to think through the interaction between the police and military. We certainly have to think through about the specific dimension of training that this evolution in the use of force entails. We certainly have to think about international humanitarian law and how forces that use lethal force will adapt to that and how, I mean maybe also, international humanitarian law has to be fully thought through in that new environment. We certainly have to think through the transnational dimension of these new threats. We see, for instance, in West Africa how the drug trade that is using West Africa to reach the European market has become a challenge for a number of countries in the region. We fight that fight with very uneven means in a way because we have a national framework, and peacekeeping is certainly a very national approach to that issue, which in reality requires probably to look at the broader region. And so I think as we reflect on the use of force, this gradual merger between inter- and intra-state wars and crime is going to be a challenge that will be with us in 2020.

My second point will be just to say that the range of situations that peace operations need to address will continue to get broader and broader. In a way, I just mentioned a type of operation that does not yet exist, but that is typical of the security threats that we will face in the future. I think we will go from kinds of very challenging operations like the complex, multidimensional operation that we presently have in countries like the Democratic Republic of Congo or South Sudan to very targeted operations that may address an issue of security sector reform or that may address drug threats that affect several countries. If we want to be effective in 2020, we will need to think beyond the boxes in which we often think. We will need to accept that the categories that we are so comfortable with do not quite fit the reality of a very fluid world, and probably we will need to adopt a much more modular approach, so to speak. Recognizing that there is no one size that fits all situations, that there are situations where actually we will need more troops than the member states in their generosity or lack thereof give the UN. There are situations where maybe it is not the troops that are needed, it's more police, and there are situations where it's neither police nor troops. It's maybe a more civilian-oriented mission. There are situations where there is a mix of all that is needed, and the mix varies. The mix varies also over time, and the boxes that we have today do not help because we move from one situation, well-defined troops, police, peacekeeping to a situation where it's more police and troops. This creates breaks in what should be a very fluid response. So I think if peacekeeping is to be effective in 2020, it really needs, to use a cliché, to think out of the box, but to think out of those very specific boxes that we call peacemaking, peacebuilding, and peacekeeping. To recognize that indeed the situations that we have to address differ from one country to the other and evolve over time, and the instruments that we use to address them have to evolve too, and have to evolve in a flexible and intelligent manner.

How can we be flexible? My third point is partnership. I alluded to that referring to the civilian-capacity review. I think that what is clear from the considerable range of situations that will need to be addressed is that it would be silly to think that one organization

can do it all. What will be needed is more partnership between organization, states, and sometimes NGOs for a particular function. We need a lot of flexibility in the response. There I think we have to make a lot of progress. I think of the relationship between the UN and various organizations. Let's take three examples: NATO, the AU, and the EU. NATO is a very powerful organization, very well-resourced, very strong, very solid structures. The challenge sometimes in a way is that between NATO and the UN the relationship is, can be tricky because of the very strength of NATO. I think it's very important if that relationship is to endure that the members of the UN have confidence that if they authorize NATO to launch an operation, that they're confident that they have some oversight over it. Otherwise, I think it will be more and more difficult. I see the benefits of having a strong organization like NATO providing capabilities for UN mandate, but I think the question of trust is a very important one if the relationship is to endure.

The African Union (AU) is a different situation. The AU does not have the resources of NATO, obviously. The AU has done some remarkable undertakings. I remember one of my first experiences at the UN was having to say no to Nelson Mandela, a tough thing. I was just one year old, so to speak, in my job, and I met him in Brussels, and he was pushing for the UN to go to Burundi, and there was not much enthusiasm in the UN to go to Burundi, so essentially my marching orders were you have to convince Mr. Mandela that no, the UN is not going to go there. I obviously did not convince him, but I conveyed the message. What's remarkable is that then South Africa pushed, and there was an AU mission in Burundi that was a remarkable success, and it was a success because it had the full backing of African powers, the full political commitment. We see whether it's an AU or a UN operation how important that political commitment is. A few years later the UN could replace the AU mission, and it went very smoothly, and that transition was considered a success. Now there are other operations whose history is more complicated, such as the hybrid mission in Darfur (UNAMID) or the present mission in Somalia. There is not the same strength of political backing in the AU. There I always have to be frank with you. I always have a fear that there is a risk of the delusion of responsibilities. In a way the UN turns to the AU because it doesn't really want to address an issue and then encourages the AU to take on what is a very challenging operation, and then it becomes a very risky situation because in the particular case of Somalia the UN provides support and in the case of Darfur it's a hybrid mission. Who is in charge? Who will be blamed if things do not work out? It's a dangerous situation, and I think if one wants to look into the future, it's very important to build a healthier relationship between the African Union and the United Nations. I am, for one, convinced that it is very important that as a strategic direction the UN provide support to building the capacities of the African Union. But I have hesitation on the mission if it becomes a sort of joint effort. I think it's a risky way to do business.

The EU has still a different set of issues. The EU in principle should be the organization, in a way, best equipped for peace operations because it can master both military capacities and civilian capacities. My personal view that I have expressed to my compatriots and my fellow Europeans is that the EU, to be honest, doesn't make the best use of this range of capacities that it has in the way it approaches crisis management. I think it's a pity. I think it will evolve over time because the EU has the resource to do, in my view, much better with the resources it has for peace operations.

What remains to be defined is the relationship between the EU and the UN. I think it has worked very well when the EU took on a very specific, well-identified mission. Again, it is a question of identity, not diluting responsibilities. I think we need to pursue that avenue, and see more how in a complex mission, an organization like the EU can take one particular piece of the action either functionally or in a particular area. I think that these are things that could be explored, I can see from the EU standpoint the importance of showing the flag, the EU flag, I can see also the importance of being coherent. It would be dangerous if you have missions that are just juxtaposed without any coordination.

So partnerships. It means for 2020 clearly identified tasks. It means a more realistic and a more honest distribution of roles based on capacities based on what the organization brings to the party rather than on political expediency. It means also the capacity of the organization to work together. I do not say interoperability because this has a much more rigorous meaning, and I think it would be a bit of an illusion to pretend, to claim interoperability, but say let's say compatibility. That will be necessary.

My fourth point is one word: Quality. In a way I come back to what I said at the beginning on the fiscal crisis. At the time, when money is scarce, it's going to be very important on all fronts that we show quality. Quality of personnel, military, police, and

civilian. Their training has a critical importance. Because it's not just in peace operations, knowing one's job, it's being prepared for the particular situation. One can be a very good police officer in his own town. It's another challenge to be a good police officer in a country that you don't know. To be a good police officer when you have to transfer knowledge, not just apply your rulebook. You have to actually help create the rulebook. These are enormous challenges. I mentioned the example of the police, but I could talk about any function in peace operations where one builds credibility by showing that you know what you're talking about but at the same time build acceptance by being able to listen. By having the humility to recognize that while one has serious knowledge, at the same time there is one big gap: it's not your country, and it's not your future. You certainly don't know all the background in which you're going to impart that knowledge so having that combination of professional self-confidence and political humility, that is a very hard combination to develop, and it requires training and preparation. But if we do not have that quality, we will not be able to compensate less and less with quantity, and so we need to make a particular effort there for 2020.

That applies also to some aspects of technology. I'm not one of those who think that you can replace peacekeepers with machines. I think peace operations will remain in some ways. Although I have said quality rather than quantity. But let's face it, it will remain a labor-intensive activity in the sense that it's important to see human faces, to have presence. So you can only go so far in compressing the number of people you deploy, but you can make a more intelligent use of technology. There is presently research, maybe that's my professorial hat now, being done at the Massachusetts Institute of Technology and other places on how you monitor cell phone traffic to see a spike in intention. In particular, there's a whole area there where knowledge is progressing enormously. I take this example; I could take many others. I think peacekeeping should not pretend to become a fad, and it would not be realistic to think of it as a kind of high-tech undertaking, but it should not ignore high-tech at the same time. It should make intelligent use of some high-tech means. There are, for instance, some observer tasks that can be very well done by monitoring drones. The number of things like that need to be explored. I think peacekeeping 2020, it's not something that looks like "Oh, lots of people not very well-trained, not very well equipped but because we are numerous we do the job." No, it's enough people, very well trained and making good use of technology when it makes a real difference, not for technology's sake.

Fifth point. The role of civilians in peace operations. I think if we have learned something from the twentieth and from the first decade of the twenty-first century, it is that peace operations are essentially a political enterprise. That all the tools that we have, the military tool, the police tool, and the development tool, they are in support of a political strategy, and if one forgets that then those tools become ineffective. That has implications, for the way we conceive peace operations. In the sense that, indeed, it would be foolish to think that you can have any progress if you don't have stability and security. If you don't have security, every nice discourse on political enterprise and all is meaningless. The first thing that people want is to sleep safely at night. So the security dimension of any operation will remain very important. We have to recognize it's not sufficient. If we focus solely on security, this is a very fragile and not sustainable direction. We need to complement the security effort with the building of institutions and with the building of structures that will be sufficiently resilient to channel the conflict which are part and parcel of any society. Which actually, if they are peaceful, are a good part of society, but if those institutions are not in place, we will fail. For those institutions to be in place, that requires a major civilian effort with very competent people. I would think that in 2020 that effort will have further developed from where it is today.

It will raise important questions that are already there. Issues of orchestration of that international effort. When we look at what has happened in major theatres in this first decade of the twenty-first century, orchestration is not the forte of the international community. Orchestration raises complicated issues of command and control; of the relationship between the civilians and the military; and, let's be honest, of the relationship between the civilians in various agencies; of the relationship between various agencies of the UN and bilateral programs. All that is not very efficient, to put it mildly. If peacekeeping is going to be credible in 2020, this is a major avenue of work. To force the international community to get its act together. Probably that has to do in part with the funding because where you have some control over the money you have, you can instill some discipline, and so the way the funding arrangement of the various agencies funding program will be managed probably have an impact on whether the international community is capable of real orchestration or acts of a disorderly manner.

Let me conclude on one final point. In 2000, we were thinking of already an expansion of peacekeeping from the low point of 1999. I don't think anybody, including Lakhdar Brahimi, when he chaired the panel that produced the report that has his name,

expected peacekeeping to reach the level it has reached today. I would say that today, in many ways, now I'm a bit partial there, but I think peacekeeping is stronger than it was in 2000, but in some ways the challenges are the same because the ambitions have grown even faster than the resources to support those ambitions. If we look at the next decade, the issue is to create some correlation between the ambitions and the commitment, and so I think that means that there has to be an honest discussion among the key players on what are the ambitions. If there is no common view on what we call stability and on what are the goals that we pursue when we move into a country, it's unlikely that there will be success. We won't get anywhere if we don't know where we want to get, and if we don't have agreement on where we want to get. What I am suggesting that probably we are entering, in that sense, a phase of consolidation. You can't ever expand the ambitions, and the challenge is how you don't retract, you don't abandon some of the worthy gains of the last decade, which is a risk because it is so complicated that there will be a temptation to throw the baby out with the bathwater. For that it's important to define goals that are ambitious but realistic. Realistic or so in view of the means that we will be able to provide. I think that discussion in the coming years is going to be very important if we want to be able to in 2020 to say that peacekeeping remains very important and potentially successful and helpful activity. The right ambitions backed by the right means.

# Evolving Peacekeeping Training Challenges

by Mr. Anthony Banbury

Assistant Secretary General for Field Support, United Nations



Thank-you General Martin for your warm hospitality in welcoming us all to this beautiful facility and campus that you have here, which creates an excellent environment for not just this conference but for the learning that we all are supporting. General Imamuzzan, President of the IAPTTC, thank-you very much for your service and your leadership. We all are grateful to you for what you have been doing as President of the International Association of Peacekeeping Training Centers and for your vision. Thank-you. And Colonel Crofford, thank-you to you and your team for the work in organizing this conference.



At lunch, a new friend who I just met, made the comment as we wrapping up about how much he was looking forward to Mr. Gu henno's remarks after the lunch. It dawned on me that I had to speak immediately after Jean-Marie, who is well-known for his intellectual brilliance and eloquence. He's more eloquent in his second language than I am in my first, and so I have a tall task trying to follow him, but I'll try, and share with you some thoughts that may keep your interest.

Carlisle Barracks, where we're gathered today, and the Army War College, which it now houses, I think have demonstrated across decades the great value that a nation receives from investments in professional military training. The United Nations and all of us gathered here today who are committed to effective peacekeeping, can draw real inspiration from the model of Carlisle and reinforce what we already know—effective peacekeeping requires effective peacekeepers, and effective peacekeepers do not grow on trees—they are formed through training and through on-the-ground experience. I think Jean-Marie spoke quite persuasively about some of the challenges that we all collectively are likely to face in the coming years in peacekeeping. In order for us to confront those challenges, to overcome them, and to rise to the occasion, we are going to need good peacekeepers, well-trained peacekeepers.

Now more than ever, we are invested in the people of peacekeeping. Uniformed personnel from 114 troop and police contributing countries and tens of thousands of civilian personnel have committed to peacekeeping, in the interest of saving lives and promoting peace in some of the harshest and most dangerous places in the world. Some 60 percent of the UN's civilian staff now serve in the field, and most of them in peacekeeping operations. People are often surprised to learn that the second largest United Nations duty station in the world, in terms of staff, is not Geneva, Vienna, or Nairobi—it's Al Fasher, Sudan where we have our largest peacekeeping mission.

At the same time, we are increasingly aware that the growing economic and financial crisis puts severe constraints on resources devoted to peacekeeping and especially training. Operations have entered a new era characterized by ever-increasing complexity and ever more constrained resources. This is a bit of a paradox—now more than ever because of the scope of our mandates that Jean-Mairie was referring to and because of the financial pressures upon us. We need to be, we cannot afford to be anything less than the best, most well-trained, professional peacekeepers. But those very same financial pressures are having a big impact on training budgets, and it's making it harder to produce those trained peacekeepers that we need now more than ever. This is going to be a difficult paradox facing the United Nations. If you accept the scenario that Mr. Gu henno outlined for us going forward (and I think he's absolutely right) then this is going to be a difficult paradox for the United Nations and the peacekeeping community. How do we focus on quality over quantity and confront these very challenging mandates that are given to us by the Security Council? In order to do that we need the most well-trained peacekeepers, but for that we need investments like you see here in Carlisle at the Army War College. You see investments over time, serious investments of resources, and those investments are going to be harder and harder to come by.

My central message today is that the main challenge facing us in peacekeeping training, as in other areas, is to maximize the return on investment in our work. We must ensure that our activities translate into real value added for peacekeepers on the ground. To do this, Member States, the UN Secretariat, and the institutions gathered here today must coordinate closely to maximize coherence and impact.

As the size and scope of operations have developed, peacekeeping training initiatives have also grown. Troop and police contributors, non-governmental organizations, and research institutions (many of which participate in the IAPTC) have risen to the challenge of helping to prepare peacekeepers. Both the Department of Peacekeeping Operations (DPKO) and the Department of Field Support (DFS) and, indeed several other parts of the UN system are now engaged in a wide range of peacekeeping-related training activities. Globally, the range and number of offerings for uniformed and civilian peacekeepers has continued to grow steadily in almost every conceivable field in response to the current need.

The first guiding principle of the DPKO-DFS Policy on Training for all United Nations Peacekeeping Personnel is that all training must contribute directly to enhanced mandate implementation on the ground. In line with the capability-driven approach, training requirements must be identified by needs assessments and be evaluated to measure their impact. This approach helps ensure that the greatest impact by the scarce resources available for peacekeeping, and also that peacekeepers are deployed with the assets, skills, and knowledge they need to deal with the realities in the field, and to deliver on the mandates.

We in the UN Secretariat have been called upon to identify needs, develop standards and training materials, and to support or deliver training at several levels; particularly, pre-deployment training by troop- and police-contributors, and for civilian staff as well as induction and ongoing specialized training. We have also focused on enhancing the skills of senior mission managers, both civilian and uniformed. Within the Secretariat, training efforts in peace operations have progressed by first identifying ways in which training can address key gaps in a wide range of fields.

We actively collaborate with partners on the development and roll-out of these various training activities. National peacekeeping training centers and other organizations, including many of the institutions gathered here today, have worked together with the UN to develop new training standards, curricula, and courses. We are very grateful for this productive cooperation and for initiatives that complement and expand the reach of these activities. Your activities are an essential part of the peacekeeping architecture. I have had the privilege of visiting a number of peacekeeping training centers in China, Egypt, and India and have always been very impressed by what I have seen. Peacekeeping training centers are the bridge between doctrine and action. That's the point I think that Deputy Assistant Secretary Holt was making this morning about the strategic and operational ends and where training fits in between. I think she made the point very well. By drawing on experience and lessons learned in the field—whether by national contingents or individual uniformed and civilian peacekeepers—training centers capture and build on effective practice. The excellent work done in your centers greatly enhances the prospects for success of our missions. I would really like to commend the work of the peacekeeping training centers and thank you for your efforts. They are extremely valuable.

Training of course is not the only answer to the challenges of UN peacekeeping, but it has a critical role to play in many areas. For example, training has been central to the UN's response to the problem of sexual exploitation and abuse by UN personnel. This issue was discussed a bit this morning, and I think we all recognize the devastating impact on a mission's standing in a country among the host population that can be caused by even a single act of sexual exploitation and abuse by UN peacekeeping personnel, military, police, or civilian. A bit unfairly, it's all too often UN military personnel who are seen to be responsible for committing acts of sexual exploitation and abuse while in fact the greatest percentage of such abuses are actually committed by UN civilians, who have the greatest responsibility, proportionally speaking for acts of sexual exploitation and abuse. We recently had a very high-level meeting at UN headquarters to try and get at this issue and understand how we can think of new things to prevent it, and obviously the role of military and police discipline is very important. We had an outside expert come in, an anthropologist, who said that in order for someone to act this way to someone in the local host population, there is a dehumanizing process they go through in their own mind, and so, training of people being deployed to a peacekeeping mission includes the history of the local societies, their cultures, and their proud traditions in order to bring home the richness and value of that culture to the UN

peacekeepers. This can then help prevent or make those peacekeepers see the host population in a different way and, hopefully, then they would not in any way feel that it was okay to engage in that type of sexual exploitation or abuse. So I think that is one area where we need to do much more in training, country-specific training, whether it's for operational/tactical reasons or just to understand what's really happening in that country. Who are the main actors? What are the economic drivers, the social drivers, ethnic drivers, religious drivers, and historical drivers? That's true, I think, for everyone in a mission, and I think that's a role that peacekeeping training centers can help us with.

I would like to now turn to the challenges presented, to some extent, by the success of peacekeeping training. Recent years have seen a proliferation of training initiatives and major growth in their scope. I would like suggest that we face a collective challenge in working together towards coherence in our training efforts. Diverse approaches are needed to capture and build on lessons-learned by contingents and individual peacekeeping personnel in the field. Special expertise of different training entities needs to be tapped and new approaches should be encouraged. There is also a need for shared understanding of priorities and coherence in these approaches so that they address real needs and performance gaps and minimize duplication of effort.

We warmly welcome the range of peacekeeping training efforts and the willingness of Member States to support new initiatives. Our challenge is to work together in order to make sure that these efforts are complementary, mutually-reinforcing, and cost effective. The United Nations (that is to say, the Member States and the Secretariat together) has the primary responsibility for developing and communicating the priorities and standards for peacekeeping training, and for promoting coherence in peacekeeping training both within and outside the UN system. Major progress has been made in recent years, but our efforts would benefit from a fresh look at how we can communicate and coordinate better. Peacekeeping Training Centers, the IAPTC, and indeed this conference can play, I believe, a very valuable role in that regard.

Past experience and current challenges, especially in our most difficult missions, reveal that integration of effort on the ground remains one of our greatest and most constant challenges. More than ever we need training that promotes communication, integration, and joint action, both within missions and between peacekeepers and other stakeholders. I think Mr. Guéhenno was getting at that point as well during his remarks.

The training challenges that come with the steady growth of mandates that concentrate on support to peace consolidation and institution-building are prime examples of this trend. Peacekeeping's potential to influence and promote early peacebuilding and peace consolidation has increasingly been reflected in mandates, adding to the capabilities needed in our UN peacekeeping personnel.

The main purpose of peacekeeping training is not to turn cadets into soldiers or police officers, nor to turn civilians into professionals and technicians. It is to turn these experts into peacekeepers who understand mandate implementation and know how to integrate the efforts with partners on the ground. This also I think is a point that Mr. Guéhenno was getting at talking about how you could be an expert policeman in your own community, but that doesn't mean you're prepared to be a peacekeeper in a very different setting. The civilians, police, and, in some cases, military we deploy must be experts in their fields, but they must also have the skills to conduct and participate in integrated planning with experts from other mission components, as well as with UN agencies, funds, and programs. They must be able to negotiate and manage relationships with non-UN actors—donors, regional organizations, NGOs, international financial institutions—and especially with the civil society and the host society.

Above all, peacekeepers must be capable of working with their national counterparts. They must be capable of helping them identify their priority needs and gaps, while also transferring needed skills so that their gains made during a peacekeeping operator's presence can be preserved and built upon. I think this really is a key issue that peacekeeping training centers and the IAPTC can perhaps help advance—the importance of the link between technical expertise and ability, which does not make a peacekeeper. And then the ability to use that technical expertise to pursue mandate implementation in a peacekeeping context, and that's really where peacekeeping training centers, or at least one area, where can be so very helpful.

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When looking at the overall training landscape, I believe it is up to all of us to assess our own contribution: What is our comparative advantage? Is there an aspect of modern peacekeeping training that we are particularly well suited to address? Who are our real clients and how can we combine our efforts with those of others so that our efforts are complementary and produce real impact for the greatest number of peacekeepers? This kind of critical self-assessment in the training community is needed now more than ever. Those who finance peacekeeping training, either as donors or in drawing up budgets, should also assess how their investments can best contribute to building peacekeeping capability.

As Mr. Guéhenno said, this year the Secretary-General's Senior Advisory Group on Civilian Capacity in the Aftermath of Conflict emphasized that the UN needed to integrate national capacity and talent into peacekeeping and peacebuilding efforts more effectively. This is essential both for the effectiveness of our peacekeeping and peacebuilding efforts in the short term and to sustain them in the longer term as societies move beyond conflict. The Civilian Capacity (CIVCAP) report also focused on the great potential represented by the international network of institutions engaged in various forms of peacekeeping and peacebuilding training. It highlighted the potential benefits of effective partnerships in order to build both national capacity and the available pool of international experts for deployment in peacekeeping and peacebuilding missions. A steering group and small team led by Undersecretary-General for Field Support Susana Malcorra is leading this work forward at the behest of the Secretary-General, and I very much recommend the civilian capacity report to you for those of you who have not had a chance to read it.

Here I should mention the special challenges and opportunities presented by training for national staff in peacekeeping operations. Like all civilian personnel, national staff need the cross-cutting and foundational training that make it possible for them to understand peacekeeping's principles and processes and to act in accordance with the UN's core values and principles. Beyond this, training of national staff presents another channel for mandate implementation by developing and reinforcing skills that will contribute to the economy and institutions of the country in the long term. Peacekeeping training can therefore serve as a complement to larger national capacity-building efforts.

The list of training challenges in both substantive and support areas of peacekeeping is long. They are shared not only by mandates, but also by mission phases, and by the evolution in technology and management techniques. The nature of peacekeeping requires us to devote attention to training that equips our workforce to deliver in highly dynamic and demanding circumstances.

I do think we need to leverage new technology and methods to improve on mandate delivery. Mr. Guéhenno, for instance, was referencing UAVs, and I think this is an area where the United Nations absolutely needs to use readily existing technology and incorporate it into our military operations. In the case of South Sudan, the example that was given, we have an authorized level of seven thousand troops over a very large country with very few roads that is now totally flooded and accessible really only by air. Having only seven thousand troops in a country now facing the challenges that South Sudan is facing, the internal conflicts and power struggles that are going on there now, and that are likely to increase in part because of the natural resource wealth that is in the ground there makes it extremely hard for the United Nations to understand what is happening in the country. If we had UAV technology, then the limited troops we had could be used differently than they are now, used more effectively, and employed in tactical operations to much greater effect. We don't have the knowledge and experience of UAV use in our mission, and this an area where I think the partnership between the troop contributors and member states with this technology and the Secretariat can produce real value for mandate implementation on the ground. But we need to have some knowledge-sharing and training for our troop contributing countries (TCCs) so they cannot just operate the aircraft, but then make use of the information gleaned from the operations of the those aircraft to facilitate intelligent decisionmaking processes by the civilian and military leadership of the missions.

Leveraging technology for training itself is another challenge we collectively must address. E-learning, distance-learning and the use of digital training can all offer great value to peacekeeping training in this world of greatly constrained resources. We need to explore e-learning possibilities, identifying where they are cost-effective and appropriate. DPKO and DFS have also begun to explore the use of gaming technology and simulations to train our personnel, either at the mission leadership level or more broadly at the mission level for specific mission-based scenarios, protection-of-civilian scenarios, election scenarios, or perhaps in pre-

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deployment training. This is another case, like with UAVs, where there is existing technology out there that is widely used in some contexts, in some militaries to great effect, but the United Nations has not yet adopted this existing technology, and, once again, I see a great potential for the partnership of troop contributing countries, some other member states with financial resources or knowledge in this area, and the Secretariat to use existing methods to train our leadership teams and to help them do contingency planning and prepare for operations and do pre-deployment training at the battalion level.

The mandate for protection of civilians is perhaps one of the best illustrations of the need for integrated action and coherence across mission components. I am pleased to see that the IAPTC has devoted a session to this topic, and you will be hearing later today about the progress that DPKO has made in this area. In public opinion though, the perception that a particular peacekeeping mission has succeeded or failed at protecting civilians or in preventing sexual violence on a large scale has become a common measure of the mission's overall success or failure. Fair or not, that's just true. The Integrated Training Service (ITS) and DPKO have developed a comprehensive set of training materials on Protection of Civilians. The package incorporates material developed by Patrick Cammaert with the new UN organization UN Women on dealing with sexual violence. A regional training-of-trainers course on the materials is under way as we speak in Argentina. In rolling out these materials, our challenge is to ensure that they are widely disseminated and used in a variety of training activities for uniformed and civilian personnel and, wherever possible, in integrated training exercises.

In 2012, DPKO and DFS will conduct a global peacekeeping training needs assessment. This will be an opportunity for all of us to assess the state of peacekeeping training, to identify gaps and how training can address them. It will also be an occasion for us to consider how we can make current partnerships more effective and how we might develop new approaches.

We will be seeking your input during the course of this exercise, along with the views of Member States, other partners, and, of course, our peacekeepers in the field. The international community's expectations of peacekeeping and the reality of the current economic and financial crisis compel us to make a critical self-appraisal of the impact of our efforts in all areas—including peacekeeping training. I encourage Member States and training institutes alike to join the Secretariat in an effort to determine where we are making progress and where gaps or shortfalls exist.

So perhaps to sum up, I think we all recognize both the short-term and the long-term challenges before us are great. The nature of the mandates assigned to peacekeepers by the Security Council, they are what I see as aspirational mandates. They reflect political compromise in the Security Council, and those compromises are more a function of politics in capitals and in the Council than realities on the ground. Those aspirational mandates create very high expectations on peacekeeping operations and on our peacekeepers. The expectations are great, but the resources available to UN peacekeepers and the timelines that are associated with mandate implementation make the job of peacekeepers extremely difficult now as the resources available to peacekeeping operations become more and more constrained. I think we will face more and more difficulty as a result of that paradox. I referred to it earlier: increasing expectations, increasing need for quality of peacekeeping personnel, increasing need for training, and fewer resources available for that training. I very much do believe that we need to focus more and more on the quality of personnel we're deploying so that we can rise to these great challenges that are assigned to us. We also need to be smart in making the best use possible of these limited resources available to us, whether it's operationally in the use of UAVs, or in the context of training where we can do much more using simulation technologies. We need to collectively think differently about how we are going to approach our work in the coming years so that as the world keeps turning to the United Nations to deploy the tool of peacekeeping, we are as prepared as we can be to meet those responsibilities assigned to us. That's where I think the role of peacekeeping training centers and the partners, the members of the IAPTC, can have such an important role because as operators in the UN we tend to be so preoccupied by the day-to-day challenges of what's happening today in South Sudan, yesterday in Liberia, and tomorrow in the Democratic Republic of Congo. It's hard for us to really to step back and bring the intellectual concentration to bear, to come up with these new ideas, new ways of thinking, new partnerships. I think we'd be very eager and willing partners but we really look to you folks in this room for a lot of the development intellectual ideas and how we can advance those partnerships, that new way of doing our work, so that we are prepared for the challenges that are going to continue to be placed on us.

So taking the spirit and example of the Army War College and Carlisle Barracks and the premium that it places on learning and on training, all to really advance the cause of peace, not war as General Martin was saying earlier—I think this a great location and venue for this conference—we have a lot to learn from each other. Certainly you can know that in the United Nations you have a very grateful partner, working and benefitting from working with you, but really benefitting from your work with great appreciation. Thank-you very much.

Thank you very much. I was actually going to start off by saying after that brilliant speech by Mr. Guéhenno there is nothing else more to add, so I was going to go back to my seat. I would like to thank the organizer, the host and the secretariat of the IAPTC so very much. I think this is the third time I have attended this annual conference. Every year I emphasize that we consider IAPTC to be one of the most important partners in peacekeeping training. I will go back to the theme of partnership, which Mr. Guéhenno also emphasized, a little bit later. The challenges that we face in UN peacekeeping are so enormous that we could not face these challenges alone, obviously. That is why we are working with you. Every year when I address this very important body, I feel very assured that you are continually committed, but also continuing to improve our partnership as well, which is a very important element which we take very close to the heart.



Now I rarely speak with power point presentations. My family generally refers to me as the technological dinosaur, but I will try today. I was given a task today to update you from the UN on the kinds of issues that we are grappling with today—the kinds of progress that we are collectively making in the UN reform efforts (the so called New Horizon Project). I have structured my presentation to start off with a little bit of a strategic context. To summarize basically what we are facing—and when I say “we,” a very large part of that “we” is you—you people are in fact challenged on a daily basis on the ground, trying to implement extremely difficult and complex mandated tasks. I just wanted to put some context into that. The second is the update part, which is the main responsibility I was given today. The third is challenges and opportunities very close to what Mr. Guéhenno summarized, but I will try, obviously in a much less eloquent way, to see both further challenges and opportunities that we see in front of us in a little bit longer-term time frame.

**Strategic Context.** This is a graph (Figure 1, Slide 4) that we produced in my division, just summarizing how we have come through this so called surge in UN peacekeeping operations. It is very interesting to see that there was one peak during the mid-1990s that we all know. Then we are today, if you can see, going a little bit downward. But I would still call it the plateau of peacekeeping. Peacekeepers on the ground are basically plateauing at 100,000. You can see it is a very interesting composition we are summarizing here. In the middle of the 1990s, the top 5 troop contributing countries were France, Pakistan, Italy, US and the UK. Today the top 5 are Bangladesh, Pakistan, India, Nigeria and Egypt.

So the profile, the composition of Police Contributing Countries (PCCs) has completely changed compared to some 15 years ago. I think we all know some of the reasons at least why this has happened, and another thing I would like to point out is why we have been able to come back. The all time low point was at the end of the 1990s. From the beginning of 2000 onwards, we came back with increasing scale of peacekeeping operations around the world. I would like to say that there are probably two key reasons for it, one of which is that there were conflict situations in which the only UN peacekeepers willing and able to go were from smaller countries where perhaps many of the other countries around the world didn't see a strategic importance to intervene with military force.

Therefore, the comeback of UN peacekeeping, but I would also like to say that the UN has also changed in early 2000 with the Brahimi Report. We have become able to identify the weaknesses, learn lessons, apply those lessons, and reinforce our training



## Continuous growth in scale & complexity

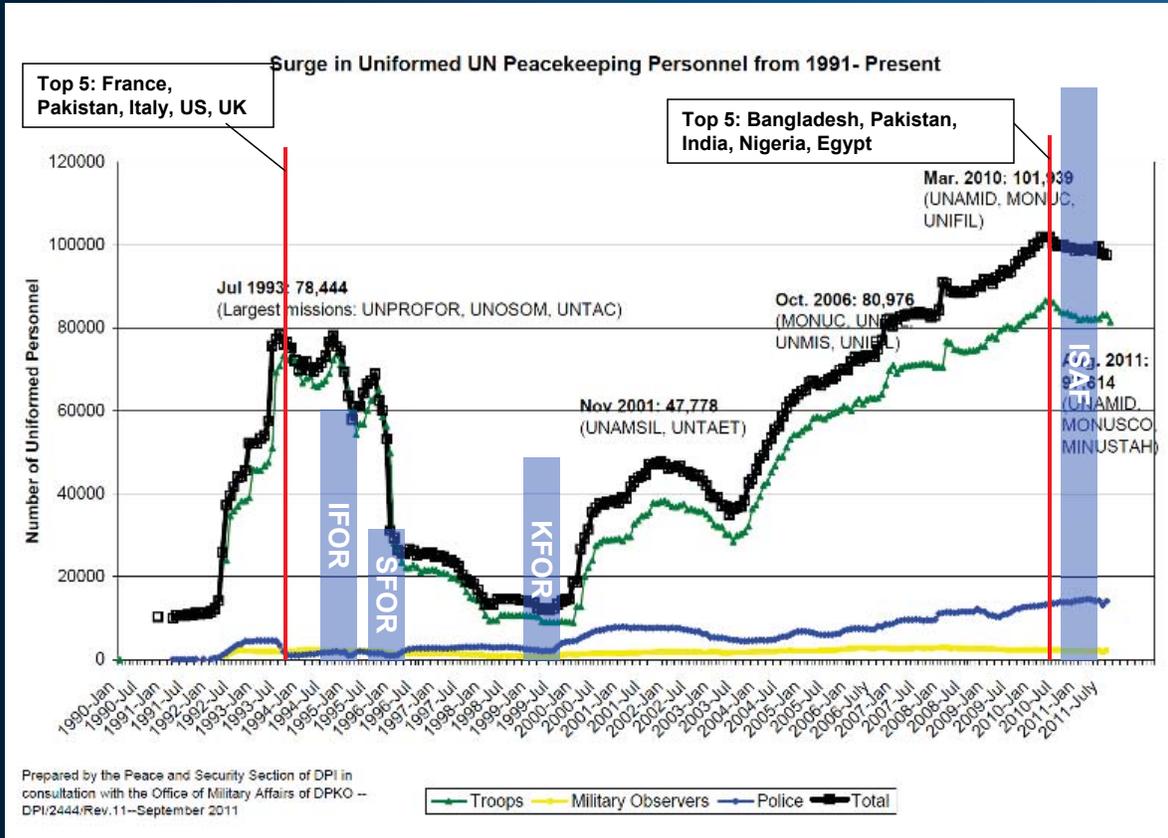


FIGURE 1, SLIDE 4

efforts so that we have become a learning organization, an instrument that will continue to make efforts of improving ourselves and our forces on the ground. Gradually, that has contributed to the regaining of confidence in UN peacekeeping among UN member states. Now the interesting thing is that we also have authorized other types of peace operations and peace support operations that are not under UN command, IFOR and KFOR in the former Yugoslavia and currently the International Security Assistance Force (ISAF).

We can see that in the terms of international deployment for peace operations we are absolutely at the peak at the moment. We are deploying, collectively, a large number of personnel, both uniformed and non-uniformed, in support of peace around the world. Now, in addition to those scale of peace operations, what we do see is the complexity of UN peacekeeping operations. We all know that today in UN peacekeeping, we are in fact dealing with many situations, or at least some situations, which are outside of the Brahimi comfort zone. We know what is said, one of the key success elements for UN peacekeeping is to have a credible peace, or at least a credible peace process, and that there is a good quality of consent. In some of the situations where we are operating today this is not the case.

We are, for example, constantly facing a weak consent by the host authority in Darfur. All the way to a tactical level, our people and your people are faced with obstacles such as freedom of movement and security issues, so, therefore, we see on a daily basis an extremely difficult issue of quality of consent of the host nation. Also, several of our peacekeeping missions are faced with very

weak political processes. If we don't have a clear peace to keep, we ought to know—and we have always been saying—that the effectiveness of peacekeeping operations will go down. This is one of the key challenges that we are facing on the ground today. Also some of you have already been mentioning that we have been given increasingly diverse and complex tasks by Security Council resolutions. In the Democratic Republic of Congo, at one point, we had 41 mandated tasks—all the way from supporting the peace process, to demobilization, disarmament and reintegration (DDR), to Security Sector Reform (SSR), to protecting civilians, etcetera. Many of those mandated tasks are very often prioritized by our political masters at the Security Council, which gives a lot of additional challenges to our peacekeepers on the ground among those diverse mandated tasks. I would say that whether we like it or not the success of UN peacekeeping operations today is judged by two areas of mandates.

One is whether we are protecting civilians effectively on the ground, and the second is whether we are contributing effectively to peacebuilding activities. I will come back to this. These two areas of work that our peacekeepers are confronted with create a lot of challenges and demands. Clarity in our approaches in these two areas and better training packages for our peacekeepers is required.

We have already seen on the graph that many of the high capability member states, Western military especially, are disengaged from UN mandated peacekeeping operations. A new challenge that we will be facing very soon, and we are already entering into that phase, is the Core-4 quick drawdown, and, therefore, transition from peacekeeping operations to something else driven largely, I would say, by the current financial climate in the international community. We however feel very strongly that those transition strategies in many of those missions will have to be clearly linked to political and or peacebuilding solutions on the ground; in other words, not premature or unsustainable solutions.

All these things are happening against the back ground of potentially weakening or frictions in peacekeeping partnership. If you recall last year when I addressed the Annual Conference one of the key messages that the UN secretariat really wanted to send to member states was the importance of global partnership in UN peacekeeping. As we all know, (I think some of you have actually seen it in the delegations of the Contingent Owned Equipment working group, the Special Committee on Peacekeeping Operations, and, of course, the 5th Committee this year) because of the financial climate, there are some divisions between different groups within the UN membership, and this is something that we are very concerned about at the moment.

Now, the next point should probably not read the Department of Peacekeeping Operations (DPKO), but UN's integration across the system is not yet fully realized, and there are many reasons for it. Mr. Guéhenno actually alluded to one of the key issues of control—the funds. With South Sudan, the Security Council resolution is a case in point and a prime example of how the Security Council is tasking us to wide-ranging peacebuilding activities, which obviously DPKO alone would not be able to accomplish. We would need to work with our partners, obviously those within the UN system. The accountability that lies within the UN system is not that simple, many of the developing organizations, funds, and programs have their own governing boards and executive communities that they are accountable to and so they are not accountable to the Security Council. So there are many reasons why the integration needs to be further advanced, and this is one of the challenges and realities that we are facing today.

I would also add, however, among various types of peacekeeping interventions, probably the UN peace operation is the most integrated one. There are several different terminologies NATO uses, for example, the terminology of comprehensive approach. Our terminology is integration. It is one of our comprehensive strengths that we are able to bring together military, police, and civilian capability under one unified command structure and coherent strategy. Interesting enough, of course, organizations like NATO are trying to come closer to the UN model, trying to be more integrated or take a more comprehensive approach in peace operations. Obviously we are still in the overstretch in terms of financial operational and political pressures, and the system of overstretch is probably likely to continue, especially in the current financial environment. So those are the challenges and the realities that we at the political level, but also at the operational level. So those concerns and realities lead us to initiate a reform process, the so called a New Horizon Initiative.

I have been asked to update you on this. I think it is a very useful update to the peacekeeping and training community in terms of where we are in terms of strength and conditioning process. We are now preparing a second progress report, which will probably

come out early December, definitely before the end of the year. I will give you some highlights as an update to you. Now, just as a reminder, we said that there are four priority areas (Figure 2, Slide 8). The first one: there were some issues where we needed to have better clarity in terms of policies and also development of policy approaches. We also said that we needed to develop peacekeeping capabilities to prepare ourselves for the future and to fill the current gaps that we have in peacekeeping operations. There is a new global field support strategy that is now in the implementation phase. Then we also said that we would improve planning and oversight in peacekeeping operations. This is where many of our member states have expressed concerns and demanded that we do better. Let me just quickly show you this timeline we are into, fully into the implementation phase. By the way, in this year's message at the 4th Committee, by our new Undersecretary-General for Peacekeeping Operations, Mr. Ladsous, there was a catch phrase "from reform to impact on the ground." So that is very much what we have in the terms of guiding principles here. We need to, in fact, start demonstrating the visible improvement in terms of what we do on the ground.

Very quickly, let's turn to policy development. Here we have made some progress, especially in protection of civilians. What Victoria Holt did not say in her opening remark was that she was absolutely instrumental in contributing to that debate, which we had been having over the past two or three years. We now have what we call a strategic framework, and this is guidance material to missions so that they will have better articulation to mission-wide strategies to protect civilians on the ground. This year's statement by Moroccan Ambassador to the 4th Committee was also very telling. He said that collectively the member states have made a lot



## Priority Agenda 2009-2011

### Policy Development

- Clarify key tasks and roles
  - *Protection of civilians*
  - *Peacebuilding-peacekeeping*
  - *"Robust" approach*
- Build greater policy consensus

### Field Support Strategy

- Faster deployment
- Client orientation
- Scale efficiencies

### Capability Development

- Fill critical gaps
- Stronger performance culture
- Coordination of assistance

### Planning & Oversight

- Improved information & reporting
- Accountability frameworks
- More inclusive planning

FIGURE 2, SLIDE 8

of progress in the area of protection of civilians. I think that it is a collective gain that we have made together in the peacekeeping community. We now have a scenario-based protection of civilians training module that has been piloted and is now being made available to member states. We are finalizing the resource and capability requirements for protecting civilians in peacekeeping operations. I think, all in all, in this area we have made a lot of progress, in terms of, I have to say this, in terms of peacekeepers protecting civilians we have made a lot of gains, a lot of progress.

Where we still need to think through is how we create capacities to protect local communities. I was in the Eastern part of Congo in early June traveling for about two weeks, I think, with all the difficulties and the programs reported in the media. In the terms of innovation in interesting and creative approaches that we are taking on the ground to protect civilians, we have probably gone as far as we can. What we still need to do better is to bring along the local Congolese security forces so that they will take greater responsibility in protecting their own civilians. I think that that's a very important element. This so called robust approach, (again the terminologies have been a little contested) is an emerging consensus in that there are important elements here, such as deterrents, operation readiness, and the use of force. Mr. Guéhenno also quite eloquently elaborated how the use of force is changing and shifting because of the changing nature of conflict itself. I think that this is a very important issue that we need to have a better consensus among the participating countries in peacekeeping operations. In early peacebuilding, we have now released what we call a strategy of early peacekeepers to peacekeeping operations.

It is essentially a prioritization and sequencing framework for us to look at various needs on the ground and make dissections on what are the kinds of peacebuilding activities that should be taken up by peacekeepers. We now have a clear framework for prioritizing and sequencing peacekeeping operations. I recently briefed a peacekeeping operation on this framework, and we would be looking forward to, in fact, rolling out these strategies to our missions in the months to come.

**Capability Development.** I will go back to Mr. Guéhenno's statement on the importance of quality and this capability development is very much about that as well. What we said was that we need to have a comprehensive, capability-driven approach to peacekeeping. We don't want to be driven by the number of peacekeepers anymore, but we want to look at, in fact, the performance and the actual capabilities of those people, both uniformed and civilian, so that we will be able to effectively implement mandated tasks. Three key areas of activities we are almost done coming out with include draft baseline capabilities standards and guidance for infantry battalions, staff officers, and military medical units. We are also beginning to discuss how we could improve our force generation processes as this is a very important issue in peacekeeping as well. As an issue that is very close to this community, we have fully recognized that training is a very key component in capability development. We have also said that we needed to coordinate various training and capacity-building efforts that are done by a number of bilateral governments in support of peacekeeping. I would also like to come back to this issue in the context of partnership, reinforcing our partnership in peacekeeping as well.

**Field Support.** It was endorsed by the 5th Committee, and now it is fully into the implementation phase. We have service centers in Brindisi, Italy and Entebbe, Uganda, and we are now discussing how we should develop or establish additional regional service centers. One should be in West Africa and the other in the Middle East with the location still to be determined. We have now prepared a modular approach to service packages, which will be able to deploy a lot more quickly especially in the startup phase. The startup phase needs to be a lot more flexible. Human resource (HR) structures are probably one of the weakest points in the UN system overall. We really need to reform the recruitment staffing systems within the HR system. The next phase I would also say is to have a more systematic mobility. How do we move people around, a civilian staff around between missions between the field and the headquarters? I know that this is one of the priority agendas for the Undersecretary-General for Field Support, and I wholeheartedly support that effort as well.

**Planning and Oversight.** We have now instituted all triangular communications between the Security Council, Troop Contributing Countries (TCCs), Police Contributing Countries (PCCs), and the Secretariat. I would like to go one step further and also deeper. This is really all about trying to establish, within these three different communities, common vision for peace keeping operations. For that there are a number of still undone business we are now looking at, some of those actions also in the

context of command and control evaluation. As well, we do CAM briefings and debriefings much more systematically for the TCCs and PCCs, so that their interests should be addressed during the assessment missions on the ground in which we send critical appointments to review mandates. With compacts between the senior leadership and the headquarters in place, we also we will finalize our comprehensive command and control arrangements in peacekeeping operations. There are some very interesting findings there. I will not go into details simply because it is still not finalized, but tomorrow and the day after, we will be having a validation workshop to look at the raw findings coming from this evaluation. The finding outcomes of the command and Control evaluation will be released to member states early next year. So those are the updates in the New Horizon peacekeeping process.

**Transition and Peacebuilding.** One of the other challenges and opportunities (Figure 3, Slide 14) ahead of us I already mentioned: Transition and Peace Building. As you know, a number of peacekeeping missions will be going into or have already entered into the transition planning phase. We have already started and now have a good transition plan for Timor-Leste, which was mandated by the Security Council. We are now mapping out all sorts of functions of peacekeeping missions in Liberia to start a dialog between national government and national authorities and international partners on the ground to how best we could have a transition series so that others can fulfill those functions that need to continue beyond peacekeeping operations. What we need to do now is we need to further sharpen our strategy for that transition. Again we need to emphasize over and over again that all transition processes are different. Very context specific needs are very different depending on the missions. But we have learned some lessons from our previous transitions, such as the ones in Sierra Leon and Burundi, and we are trying to have a better type of framework guiding principles for transition planning and strategy-making in this period. I said that we are very much judged today



### Challenges & Opportunities

- **Transition & peacebuilding**
  - further sharpening of strategy
  - better capacities & expertise of police & civilians
  - higher capabilities in military
- Further flexibility in peacekeeping designs
- **Financial difficulties will continue**
  - more effective & strategic use of global resources
  - stronger partnerships
- **Political support**
  - common vision needed in Security Council

by whether we are effectively contributing to peacebuilding activities. We need to refine and have better capacities and expertise of police and civilians simply because many of those peacebuilding tasks (some call it nation or state-building, our terminology is peacebuilding) are in need of improvement. Many of those activities relate to creating the capacity of local institutions and for that police and civilian colleagues need to be really enhanced and, therefore, have better capacity and expertise—very specialized capacities in peacebuilding. This would also mean that we would have stronger military capabilities as well. One way to look at UN peacekeeping, in fact, is that it is an early peacebuilding support with a security guarantee provided by the military colleagues on the ground. Therefore, we would like to have, as I have been mentioning, higher capabilities brought into peacekeeping through training and through better force generation processes. The goal is that through the early phase of instability we will be better protecting civilians, we will be protecting our partner's activities, enabling our partners to conduct peacebuilding activities in a much earlier phase.

The second point which we are bringing to discussion is also something that Mr. Guéhenno eluded to “think outside the box” we are calling it. We need to probably have a further flexibility with peacekeeping designs. There will be no automatic reflexes, at least for the next couple of years, whenever we are going to have a crisis situation. To have a large military footprint or to have large international peacekeeping operations would mean that we need to think more flexibly. We need to actually combine different capabilities of civilians and police so that they interface, hopefully, with the smaller and more capable military security force.

We will have different peace operations that may not be called peacekeeping operations, necessarily, but we need to have different designs, different modules that we need to prepare for the future challenges we will see on the ground for years to come. Financial difficulties we predict will continue this. It will mean for us, more strategic and more effective use of global resources. I mentioned many of the bilateral governments are in fact making a lot of investment in training activities and capacity-building activities around the world in support of peace operations. We need to look at those global resources more comprehensively and to have more coherent and consistent application and use of those resources. So that we will, in fact, make greater impacts on the ground in peacekeeping operations as well and then, of course, have stronger partnership.

The point that Mr. Guéhenno mentioned: partnership with member states and your peacekeeping centers around the world. I would also like to mention that working with regional organizations are obviously going to be very important. Just last week, it is very interesting that this is the first time we organized a lessons learned seminar with the help of German Center for International Peace Operations (ZIF) in Berlin. For the first time, we reached out to all regional organizations and had a closed, very small brainstorming or lessons learned seminar on working together with regional organizations and the United Nations. This is probably something that the United Nations should have organized several years ago. It so happens that we don't have a lot of resources, though it happened through the generous support of the German ZIF just last year.

It was very interesting sharing those experiences with regional organizations, in terms of working for the UN. Some of the common lessons that they all alluded to were the need to have a common vision within the United Nations and between regional organizations, early dialog between the Secretariats and between organizations, and of course better identification of comparative strengths of those respective organizations so that not only will we not be competing with each other in peace operations but also we will become more compatible. I think that, that is the world Mr. Guéhenno sees in the future. So we will be putting some thinking in terms of what will be our better common strategy as well.

I would like to end my presentation with a call for stronger political support. We need to have a common vision in the Security Council if we are to have successful peacekeeping operations. I would say that in 15 to 20 years there are some signs that this will become somewhat more difficult given the recent development. For example, in the cases of robust action in Cote d'Ivoire and the resolution of problems concerning the leap year, there were some differences of views expressed within the Security Council membership. We very much hope that this will not affect the political partnership and the political cooperation that will guide our operations. We need to have a unified Security Council support in order for us to be successful on the ground. And I thank you very much.

# United Nations—Integrated Training Service Update

by Mr. Kevin Kennedy, Acting Chief of the Integrated Training Services, Department of Peacekeeping Operations



I have the unenviable task of following two people who've hired me and who are much smarter than me and following several speakers who've basically covered all of the bases that possibly could be covered in this area, but as an attempt to try and give you another piece of the UN update. I'll try to very briefly touch on some of the things that ITS, the Integrated Training Service, has been trying to do to meet some of those challenges that have been articulated so well, today.

I have to admit that when I left the desk dealing with the Democratic Republic of Congo (DRC), I thought I was going to a much easier life. I've come to the conclusion that dealing with the DRC is almost as difficult as dealing with training. So, this has been a very interesting move for me, and something that I think has really driven home for me the importance of the development of the peacekeeping architecture. Peacekeeping is still very much a work in progress, and I've found that in the course of discussing with colleagues what training requirements are. That in fact the development of training standards and course materials often reveals where we face gaps in or differences of perception and understanding of doctrine, standard operating procedure, or even priorities. So in that sense I think peacekeeping training serves as a catalyst in the whole establishment of peacekeeping in determining what the priorities are and what equipment, qualities, and skills are needed. Today we have a basic policy framework in place. We have work that was done by my predecessor John Almstrom, that's first rate in developing peacekeeping training policy and strategy.



The integrated training service, I think from its inception, has done a great job in laying out the road map if you will like of how to achieve coherence within the UN on peacekeeping training. But we have a long distance to travel yet, and I think to some extent, we are in a period of consolidation looking at where we are, how far we've traveled, and what we need to do. We have many examples of many fruitful cooperation with many of your centers, with member states, with Troop Contributing Countries (TCCs) and Police Contributing Countries (PCCs), and I think essentially that the machinery is in place. What we need to do now is make that machinery deliver better, deliver more coherently, and provide a greater return on investment for peacekeepers. We have, of course, continuing responsibility. I think that General Imamuzzaman said it very well, "the UN has the obligation for innovation." We have the obligation to find a balance between the establishment of standards and rolling out mission-specific training that equips peacekeepers. I think that Deputy Assistant Secretary of State Holt made a good point when she said that training occupies that space between vision and what is happening on the ground. I think those two statements, finding a balance between standardization and mission specific training, trying to bridge that gap between policy and principle and action on the ground is really what peacekeeping training is about.

My goal today—I'll try to be very brief—is to point to some of those things that this year have gone some way toward addressing some of the gaps that we have. I would point first to a course has just now been completed. A staff officers' course (specialized training materials for staff officers) has now been written and road-tested. This is a course of eight modules that will help peacekeepers understand their functions, roles, structures, and procedures in place both at mission and force headquarters. This is for staff officers who are coming obviously from many different countries, and that will obviously need to work as a team. This grew out of a perceived need. An initial staff officer's training exercise was put together for Darfur, at the request of the Force Commander, the success of that effort, which was supported by a number of member states, and by the TCCs themselves and by

the African Union-United Nations Hybrid Operation in Darfur (UNAMID), obviously really demonstrated that there was a need to be filled, and that this was a way towards doing that. Now the contents for that staff officers' course have been developed in partnership with many peacekeeping training institutions represented here, through online consultations, workshops, and a pilot training was held in Kenya, just about a month and a half ago. So these standard materials for training of staff officers will be available. They require some final editing and some final refinement to make sure that they are completely complementary with the materials that exist for military experts on mission. Those of you who have been on our site will know that there are standard materials for training military experts on mission. They still appear in draft form and have been posted to make them useful to you to the extent that you can use them, but the staff officers materials and the military expert on mission materials now need to be reviewed to ensure they are consistent—to ensure that we now have complementarities between the two of them.

There has been, I think, driven very much by the field, a greater emphasis from ITS for mission-specific training materials.

Military advisor has asked us to elaborate some mission-specific infantry battalion leadership training materials. These would be based on scenario based command post exercises that can be used for pre-deployment training of battalion leaders before they are deployed into some of our most difficult missions. There are three missions that have been identified that will form the basis for these materials United Nations Organization Stabilization Mission in the Democratic Republic of Congo (MONUSCO), African Union-United Nations Hybrid Operation in Darfur (UNAMID), and United Nations Mission in Sudan (UNMIS). The materials are expected to be finalized in March of next year. The project is moving along quite well, and the idea is to provide the standardization idea in terms of the general principles involved and to provide the battalion-specific, tactical level tools that they can use for dealing with real live situations that they are likely to encounter in the most difficult areas. On the police side, I would draw attention in particular to something that is going on this week. In Delhi, this week right through until the end of the first week in December, there is a course taking place on formed police units for several years now. There's been a need to finalize our standard training module. Training using materials for formed police units is underway now in Delhi, very generously hosted by the Indian government and supported by the United States and Canada. This is a long-standing course that needs to be put together. It's being piloted by a team of Department of Peacekeeping Operations (DPKO) trainers, and on the completion of that Technical Operations Team those materials will also be made available to police contributing countries and worldwide to centers.

We also had another police-related development in the course of the past year. Working with police division, ITS and police division produced materials for police officers deployed in missions post-conflict settings to deal with prevention and investigation of sexual and gender-based violence. This is something that obviously presents great challenge to UN Police officers (UNPOL) who are deployed. They are often deploying in situations where rule-of-law is completely lacking or where the judicial chain is completely broken, and they may be coming from countries where there is not a great awareness of the international legal framework that deals with sexual and gender-based violence. This is a course that helps familiarize them both with that legal framework and, at the same time, with practical investigative and other techniques for dealing with this issue. It focuses on the specialized skills required to address these issues, and it basically tries to compensate for skills that our UNPOLs as they are deployed may not have.

The other aspect of this that is very important and required quite a lot of careful consultation was looking at the whole issue of sexual violence as a weapon of war. The mass incidents of sexual violence, which is not something that really any police, or any police service around the world deals with normally. So it may be something that is unique to peacekeeping, and, therefore, needs to be addressed.

I'd like just to mention, briefly, what over time has changed in name by different people. Some call it Peace Operations Training Program. Some people have referred to it as the Civilian Core Curriculum, and I think to some extent that captures the idea. All of the speakers today have emphasized the degree to which peacekeeping is increasingly being called upon to engage in early peacebuilding tasks. Peacekeepers are intended not solely to be people who are deployed experts but who are experts able to mentor and transfer skills, to provide expert advice, and to help build sustainable institutions. There is really a huge training gap in terms of civilian training for peacekeepers. Right now civilian peacekeepers roughly number 23,000 in all missions, and that

constitutes about 20 percent of the total peacekeeping strength. They fulfill a range of substantive functions which have grown in scope and number. There has been a dramatic increase particularly in areas related to rule of law including the administration of justice, corrections, and management of penal systems. There really is no organized training curriculum that focuses on the body of essential skills and understanding that are needed for these substantive personnel to function best. They need a common understanding in order to relate well to mission management, and they need a basket of skills that they share in common so that they can ultimately work together intelligently. Skills in areas like conflict analysis and the development of mandates, strategic planning, thorough familiarity of UN business processes for translating concepts into implementation plans, and understanding of processes and mechanisms for integrating effort with other actors both in mission areas and at the headquarters level. Ms. Nakamitsu has mentioned integration, Mr. Guéhenno talked about orchestration. I think it all amounts to the issue of everyone needing to be at least singing from the same piece of music, and perhaps understanding how to read the music. So in that sense this idea of Civilian Core Curriculum has been discussed for a number of years. Now my predecessors and others have developed some very good concepts, but we need to move forward on the concept and we need to start on a concrete practical basis. Notwithstanding the downward pressure on resources we've just begun to start a mapping of a suite of courses that could be put together very readily from courses that already exist that could be either adapted or adopted as is. We're working with the UN Institute on Training and Research and the UN System Staff College to see how we can join our efforts and work in a more coordinated way to roll out this kind of training for the civilian substantive staff. The basic idea is to establish a structured curriculum that is made up of courses and modules that are broadly relevant to the tasks that they will face. Right now the preliminary thoughts involved in this all involve much more consultation and approval. They would then essentially be courses that are gathered into three clusters: foundation of knowledge; leadership, management and communication; and then strategic planning. These are all directly related to the gaps that were identified in 2008 in the initial training needs assessment. They address that question of the benchmarks that you need—the ways of measuring the impact of training by identifying those gaps. This is one reason why the DPKO peacekeeping plan is a good one, because it's saying essentially that your training needs to be based on the needs assessment. I don't think that has always been the case. I think to some extent there has been some slippage in the application of that policy, but I think that is one way of coming up with measurable results because you will have identified the gaps that exist so this civilian training is really quite important area of work for us.

The other issue that is on everyone's lips, of course, is protection of civilians. I'm really pleased to say that we've now completed a fully integrated training course on protection of civilians. This is a comprehensive training package. The materials are available, as of today, on the Peacekeeping Resource Hub. I think it really constitutes one of the year's most significant developments. It's an excellent example of cooperation between all of the stakeholders, and I really have to express appreciation to the centers of the other institutions as well as the member states that have supported this initiative from the beginning. Just as an aside, in my old post dealing with the DRC, I became aware of this effort on ITS's part in developing Protection of Civilians (POC) training when the, one of the people working on it was someone from Refugees International (RI) who had been volunteered to us. They came to do a round with the various desks to see what was happening in missions, I think it was a very good example of how we kept connecting up the humanitarian community, the human rights community, and NGOs generally, and then engaging with them to look together at how were addressing these problems as it happened at the time, I had the Director of the Human Rights Division of the United Nations Organization Mission in the Democratic Republic of Congo (MONUC) in my office. In the Integrated Operations Team (IOT), we had a sufficient amount of experience on the ground and understanding of how the mission worked to be able to explain how MONUC had adapted to the POC mandate, and the efforts it had already made on the ground. MONUC had initiated its own training exercise to sensitize its staff, its military, police and civilian components, on what needed to be done.

Now the package that we've just posted is the package of four modules with twelve scenario-based exercises. It builds on the research and the experiences of the last twelve years, and incorporates discussion-based activities. It asks the participants to apply abstract concepts and mission contexts in the international legal framework, but also scenario-based exercises that are designed to train protection actors to deal with a variety of situations. The scenarios are fictional, but they're based on real Protection of Civilian (POC) challenges, and they now incorporate material that was prepared by General Cammaert of UN Women in a separate module dealing with sexual violence in the context of protection of civilians. So I do hope that the centers will have a look at this. I look forward to getting feedback from you—comments, criticisms, and suggestions—and we'll move forward from there.

So I think this is something that we can mark as definitely being related to the issues that were raised today. The other area that has experienced enormous growth is the development of job-specific and technical training standards. These are not things that ITS can claim as credit itself. ITS does facilitate that whole process, and, in fact, serves as the coordinator of the resources that are devoted to these efforts. We are the reference point for the management of the support account budget that feeds training initiatives right across DPKO and DFS. An enormous number of training standards and training materials that are being developed in the substantive offices particularly in the Rule of Law side. I have with us, here, today colleagues from the Child Protection Unit in the Division of Policy, Evaluation, and Training (DPET) that are working on a new child protection course. These things range from DDR, to prisons management, to judicial reform. On the support side, a whole range of technical fields where training is required to make good use of resources but also to ensure the safety and security of staff. So it's a real wide range of standards that have been developed by the various substantive support offices.

Perhaps just to make a final plug for our Training Needs Assessment in 2012 one more time, Mr. Banbury mentioned it. It's the thing that keeps me awake at night now, because I'm thinking about 2012 as being a massive exercise. The Training Needs Assessment in 2008 really defined our course of action, and it formed the basis for this strategy that was adopted. It also informed the policy that ultimately was adopted in 2010. I think it's really time to take a fresh look, taking into account what's been said today about the high number of demands in areas not traditionally associated with peacekeeping that are requiring training in very specialized areas. I think it's also a time when we need to look at our delivery mechanisms and look at our partnerships, look at what makes the most sense, and find how we can do mutually reinforcing things in a coherent way so that ultimately all of the institutions in this room and DPKO and DFS are pulling together in the same direction for the benefit of the people who are deployed on the ground.

# IAPTC Concept and Program Update

## by Colonel Manoj Kumar Bindal



Good evening ladies and gentlemen. In the next 10 minutes, I will bring you to the purpose of this conference in the sense I will brief you on how IAPTC came about and what are the objectives of the association, how the program is structured and how it has been structured over the year. We as members of this association can contribute more toward this success of the conference in particular. IAPTC was formed in 1995 in the Pearson Peacekeeping Center in Canada. It aims to provide better understanding of peacekeeping, its goals, its objectives, and the matters used in education used for peacekeeping operation of all types.

IAPTC aims to facilitate communications and exchange of information between peacekeeping training centers and between people interested in peacekeeping and education. Through the sharing of these practices and lessons learned, IAPTC aims for our greater sharing of responsibilities and less duplication of efforts among its members. Membership of this association is open to individual agencies and organizations engaged in peacekeeping research, education, and training.

The objectives of the association are as follows: To propagate the understanding of training standards double up with the United Nations and other relevant organizations. To encourage their adoption. To educate ourselves about peace operations and policy matters. To clarify emerging training requirements flowing from relevant policy matters. To promote the exchange of experience among training institutions regarding different training methodologies. To create conditions that facilitates effective networking at the bilateral and regional level. To promote an understanding of the different perspectives and organizational cultures present among military and civilian components in peace operations.

The articles of the association of IAPTC are on the IAPTC website at [www.IAPTC.org](http://www.IAPTC.org), which I am sure most of you have gone to before coming. You may all do the same and if you have any observations or an element that you would want to bring up do so with any member of the executive community that are sitting on the first two rows out there. The annual general meeting which will be held on the 18th. Presently the bulk of the association is the responsibility of the executive committee of the IAPTC. At the apex of the executive committee is the tri-competency from the organizations hosting the annual conference. I'll explain it further. The term of the office of the president is one year.

The president takes office at the annual general meeting and is from the organization hosting that year's annual conference. The past president is from the organization that hosted the previous conference and the president-elect will be from the organization that will host the next year's annual conference. The activities of the organization are planned and coordinated by the executive committee, which consist of 9 members. These are the three members of the presidency, a senior representative from UNDPKO, the secretary of the secretariat, and the chairpersons of the military, civilian, and the police committees, and an ex officio member.

The secretariat, which is currently hosted by the Center for United Nations Peacekeeping, is responsible for the continuing operation of IAPTC under the guidance of the executive committee. Mr. David Lightburn has been instrumental in steering the secretariat in the capacity of the honorary member of the IAPTC executive committee. Recent additions to the executive committee, at the annual conference in 2009, have been a consideration and development subcommittee and an ideological chair. The selection of the members of the executive committee is based on regional representation and ensures a geographical and gender balance. The nominations received for a particular committee implies a commitment by the nominees of the organization or the office. Development of conference themes is the major project, since main activities of the IAPTC are the annual conference and the general meeting, which is held by the executive committee with the UN and other members of the IAPTC to finalize the theme of the annual conference. The strategic level discussions are followed by regional level discussions with regional training organizations and also by the committees and functional groups of the IAPTC. The secretariat remains in engagement with the vital membership of the IAPTC to solicit themes and sub-themes with the view to credible solicitations in a credible time frame.

Timeliness and relevancy of the subjects is taken into account to arrive at the themes and sub-themes of the conference. With its widening representation, the theme and topics are done through conferences, such as the one today, which reflect the development of a truly international trend of thinking of UN and peacekeeping operations. As members of the IAPTC, you are all welcome to suggest themes and sub-themes for the 2012 IAPTC conference before we conclude this conference. You can also suggest names of speakers who may be suitable and available to conduct or moderate discussions on the themes and sub-themes. Individuals who are nominated must make arrangements to make them available during the conference and fund their affairs for the duration of the conference. The names of the suggested speakers may be given to the secretariat during this conference or later but it will need for the deliberations of the members of the executive committee of the IAPTC before they are formally approved.

**Structure of the conference**, a hand out of the structure of the conference was in your welcome package, I am sure that all of you have read it. However, I will still draw your attention to some important aspects. The annual conference schedule starts off with an opening ceremony when the host welcomes the delegates. This is followed by the keynote address and updates from the UNDPKO in New York. We have already had all of this. Discussions at the annual conference are structured into panel topics which revolve around the conference theme for the year. These may include short presentations on the theme by speakers followed by a mentored discussion. Functional committees divided into military, police, and civilian committees provide an opportunity regarding the political functional group. All groups are to meet each other and discuss matters of mutual interest.

**Multi-functional group** discussions are an alternative to functional group discussions where participants from all fields that are military, police, and civilian march into small groups to discuss issues on varied subjects. The Ideas Bazaar was introduced, at the 11th annual conference which was a forum for individual discussion and exchange of ideas. This new concept where anyone wanting to present an idea could set up a stall was adopted by the subsequent conferences due to its popularity. It is a half day event during the annual conference where institutions and individuals are able to present new ideas, learning materials, new technologies, best practices, and innovative pulls and procedures in the field of peace operations education and training. A second purpose of the ideas bazaar is to provide a forum where by individual institutions and organizations are able to inform conference participants about their capabilities programs and opportunities. In the year 2010 when we had the conference in Bangladesh, we had a large participation in the event.

**Thematic training and Special training topics** have been added over the past few years in response to members asking for time to look at current issues and etcetera. Thematic discussions provide an opportunity to any participant to raise a peace operations and training topic and seek views of others on it. The special training items began on a UN update and later grew into current topics of interest to all members but not were necessarily related to the conference theme. It has been handled in two ways. One is to conduct a template of the discussion. The other is by letting participants disperse into separate groups and listen to the topics of their choice (if there is more than one) and then get to the assembly for the back-briefing. The thematic discussions provides an entrance program that includes items that may be current and often interesting to some, but not all. The executive committee notifies them in advance, and asks for ideas at the beginning of the conference from the secretariat. There is a need, of course, to report back on the main issues considered and conclusions and recommendations. Should anyone be interested to lead a discussion of self interest other than those listed in the program may contact the planning team or me today or with a little more warning to get listed.

**Regional reports**, the regional organizations present their updates and perspectives to the participants. Traditionally this has provided an excellent window to the regional organization to place for the regional canvases to the conference. As you are aware, the IAPTC provided a platform to regional organizations of South America, Africa, Europe and now Asia-Pacific. During the regional sessions, we would expect the members to group themselves accordingly. I would request the presidency or the secretariat or each regional association to lead the discussion. The presidency or the secretariat is requested to give the details of the group speaker to me or to Colonel Loney at the latest by tomorrow morning.

**Presentation by the hosts.** The next years host for the annual conference gets an opportunity to address the membership at the Annual General Meeting, and during the conference the executive committee meets to evaluate the progress of the conference and finally takes approval of membership at the Annual General Meeting held at the end of the conference. Handing over the

presidency, handing over of the executive committee, and solicitation of volunteer organizations for hosting future conferences, particularly next year in this case 2013 are the main highlights of the General Annual Meeting. Besides planting ideas for the next conference seeking suggestions and feedback, we are now looking for nominations for our 2013 annual conference preferably from Africa. We have some indications that African Peace Support Trainers Association (APTA) and the Cairo Regional Center for Training on Conflict Resolution and Peacekeeping (CCCPA) may send us the nominations. Any organization that is interested may give their nominations to me or any of the executive committee for the general meeting. The host for the 2012 annual conference is Crisis Management Center (CMC) Finland as it was decided in last year's conference.

**Annual training and education award.** During the Annual General Meeting of the 2008 annual conference, the IAPTC members approved the implementation of a peacekeeping education and training award. The IAPTC executive committee was tasked to develop the necessary rules and regulations applicant process for a pilot award in 2009. The award represented for the first time in the annual conference in 2009 to Mr. Harvey Langholts, Executive Director of PODA for his outstanding contribution to peacekeeping and training. Last year it was presented to Mr. David Cruz from Pearson Peacekeeping Center Canada. The purpose of the reward is to acknowledge and encourage excellence in the field of peacekeeping and education and training. The recipient must have demonstrated a unique and extremely valuable contribution to peacekeeping, education, and training and to the preparation of individuals and groups, participating in future and current peace operations. The details are given on the IAPTC website. You are requested to hand over a nomination if any by the 16th of November for this year's reward.

**Bilateral group meetings** are increased, but due to the availability of time slots in the program during this conference they are encouraged to hold such meetings on the sideline of the conference.

**Important milestone.** At the annual meeting in 2000, it was decided to make IAPTC regionally functionally and organizationally more representative the location of the annual conference should rotate among the different regions of the world. Greater participation should be increased and more peacekeeping centers should be added. To become members and attend meetings. In keeping with the principle of geographical representation enshrined in the annual meeting in South Africa in 2000 the succeeding meetings were held in Japan, Argentina, Germany, Guam, India, Chile, Sudan, Nigeria, Australia, Bangladesh, and now in the USA.

The presence of the IAPTC is therefore rotated annually among the following regions: Africa, the Americas, Asia-Pacific and Europe. The goal of the 2001 IAPTC annual conference was to reform and revitalize the organization. For this purpose the committee on the revitalization of the IAPTC and a special working committee on standardization and certification were formed. The need for more advocacies to promote the organization was filled at the conference while encouraging the use of training models. The IAPTC members suggested that they could take on the task of processing and revising training standards. That could feed into the DPKO regional seminars. Then the DPKO takes congestions discussions at the conferences. A representative from the department is a member of the executive committee and also participates in the conference every year.

A frequent peace support trainers association was formed as the African chapter of IAPTC meeting in Oct 2002. It was the African Peace Support Trainers' Association (APSTA), which would play an advisory role in the UN in training with peace security operations and feel the need to have all sub-regions in Africa represented was stressed and we see that it has been highly successful. In 2003 for the first time, the IAPTC annual conference was held in a civilian police institution. This reflected the sincerity of the IAPTC to involve more civilian police and also the belief that military and civilian elements are inseparable in a mission area.

The theme for the 2008 annual conference was the changing nature of support operations and implications for training and education. The conference provided ample opportunities to the participants to discuss the improvement of the functioning of IAPTC as well as the refinement of the modules of training and education in the areas of peacekeeping. The conference initiated the practice of a regional lunch and thematic discussions. The theme for the 2009 annual conference was training together straining peace keeping capacity through multi-disciplinary partnerships. The theme explored the needs and the benefits of collaborative efforts across military police and other peacekeeping organizations and specific issues which are specific to training education multidimensional themes and other issues.

One of the major highlights of the 2009 conference with the highest number of participants so far. That included 45 countries, 111 institutions, and more than 200 delegates. DPKO introduced the New Horizons project and noted that the challenges can only be accomplished by collective efforts. The conference looked at the challenges of working together within military police and civilian domains and mechanisms to address those challenges. The conference further emphasized regional partnership in peacekeeping training. Towards that end, under the milestone of last year's conference was the creation of not last year's but 2009's conference was the creation of the Association of the Asia-Pacific Peace Support Operation Training Centers (AAPSGA) by 9 countries in the region. The association met for the first time on sidelines of the IAPTC and is now a vibrant organization, which has already met three times. The website was formally launched in last year's conference at Bangladesh. In 2010, the theme of the conference was training for peacekeeping missions with complex mandates. And the two sub-themes were mission success through a capable training and protection of civilians. We saw heated arguments over the issue of protection of civilians and we are happy to note that UN headquarters is taking out some training modules which it felt as a big necessity during that time. As I mentioned earlier we had the largest participation in the ideas bazaar held at Dhaka.

Ladies and gentlemen this brings me to this year's conference. Enough has already been said about the theme and I will dwell no further on this issue. I will only wish you meaningful and fruitful discussions and deliberations over the next few days. I sincerely hope that we will all be able to contribute to the best of our abilities in this conference as well as in the wider sphere of peacekeeping training. Thank you.

# PEACE TRAINING



# Ideas!

## FOR THE FUTURE



## 2011 IDEAS BAZAAR

The 'Ideas Bazaar' is a forum of informal discussion and exchange originally introduced at the Annual IAPTC Conference held in New Delhi, India in 2005. The concept is to offer display space and time for international participants to share and explore their ideas and information utilizing tabletop displays, publication layouts, discussion forums and video/audio presentations.

This year's Ideas Bazaar was hosted at the U.S. Army Heritage and Education Center, the Army's preeminent museum and historical research complex. USAHEC is an expansive complex encompassing the Military History Institute archives and The Army Heritage Museum. The Visitor Education Center serves as the central welcome point for visitors. The Ideas Bazaar event took place in one of USAHEC's two multi-purpose rooms equipped with state-of-the-art audiovisual and catering capabilities that support educational programs and special events. Also available for participants to browse was the bookstore and gift shop. Participants were also invited to explore the one-mile long Army Heritage Trail featuring macro exhibits from various periods in Army history.



Participants from 40 countries highlighted their organization's most recent accomplishments, new technologies, training and education curriculum, and recent publications. Participants received gift bags compiled from various center's course catalogs, end-of-year reports, videos, and promotional products. It was a wonderful opportunity to share ideas and provide best practices while all enjoyed a superb buffet of delicious hors d'oeuvres and drinks prepared by the Letort View Community Center, Carlisle Barracks.

## Sub-Theme I

# “Identifying Future Education and Training Challenges and Requirements”



**Moderator - Ms. Suzanne Monaghan**

**Panel Members - Brig. Gen. Abul Basher Imamuzzaman,  
Mr. Frank Prendergast, Mr. Kevin Kennedy**

**Introduction:** The following presentations were given by a distinguished group of panel members who introduced and discussed the conference’s first sub-theme, Identifying Future Education and Training Challenges and Requirements.

### **Ms. Suzanne Monaghan:**

Thank-you, our panelists this morning are General Imamuzzaman, the Commandant of the Bangladesh Peacekeeping Center, Assistant Commissioner Frank Prendergast from the Australian Federal Police, and Kevin Kennedy from ITS. These are very distinguished gentlemen, and I’ll ask them to maybe give a little bit more in-depth background of their biographies as they begin to speak. They will be speaking in the order in which they are seated, and so today’s theme of identifying future education and training challenges and requirements really flows very nicely from the context setting that our speakers did yesterday.

Tori Holt will be starting off, and the team are talking about us this morning, because she said that 8:00 in the morning they talked about the United Nations and what’s on the agenda. She told us it’s a pivotal time for peacekeeping operations, there’s a surge in peacekeeping, the surge has not ended. But the demand and the expectations continue to increase, and that the need to meet aspirations is growing. So the question is how to support training to meet these aspirations of the Security Council, of host countries, of troop contributing countries and police contributing countries is really a great challenge, and she was actually looking to us as member countries, as training institutions, and as potentially a group here to provide recommendations to policymakers so that they can improve the support that they give us. She also talked to us about the three issues that from her perspective are really hard in terms of the work that we do, and the center around some of the themes that we have heard from several speakers, and I’m sure you’ll hear again around protection of civilians, sexual and gender based violence, and sexual exploitation and abuse. Jean-Mairie gave us three issues that he sees being issues looking forward to 2020, and, and I think again there was a lot of symmetry between the comments that he made and other speakers made too. I’m glad that these speakers aren’t here today because if I’ve misinterpreted their main messages they won’t be here to correct me, although perhaps you will. He talked about what is the role of the use of force around robust peacekeeping—it’s here to stay. But it will continue to change, and the change theme was one which ran through the day, yesterday too. We will need to think beyond the categories that we are used to, and so he talked about being “out of the box” and being flexible. He suggested that one of the ways we can be flexible in the future was really around developing new partnerships, and again that was a theme that recurred quite frequently yesterday. He talked about quality versus quantity, and how that requires training, that’s the business we’re in, and he did, as did another speaker, talk about, think about, making use of technology in terms of ensuring that we have well-trained men and women who deploy into the field. He also talked about making use of civilians, and, again, that’s a theme that we hear frequently in terms of the issues of orchestration, command and control. So he gave us five issues I think that we’ll want to think about today as we have our conversation in the plenary.

Tony talked about how effective peacekeepers don’t grow on trees, I thought that was really a compelling statement, because it takes a great deal of time and money to be able to have effective, well-trained peacekeepers, and he talked about the paradox of diminishing resources with more demanding mandates and the need to coordinate and that we’ll hear frequently.

Izumi gave us the news from New York in term of the big picture context, and also focused on progress being made on New Horizons. Priority issues are around policy development, around capacity development, around field support, and around planning and oversight. Again she gave us challenges, what she sees as the challenges around command and control, around the funding

## Sub-Theme I, “Identifying Future Education and Training Challenges and Requirements”

issues with the economic downturn and the world economic crisis. The donor countries will have a severe squeeze in terms of funding these things that we do. She also talked about flexibility in peacekeeping designs, and again I think that was the same theme as Jean-Marie in terms of thinking “out of the box”, and again effective use of global resources.

Kevin told us about all of the wonderful things that ITS does; he might tell you that again. So you’ll see if it’s the same presentation. One of the issues that resonates with me, and it’s something that I think about a lot, is the quality versus quantity aspect. So when you think about the amount of money that we all spend on training, and that many other organizations around the world spend on training trying to ensure that the people who are deployed are effectively prepared for those jobs, and yet we’re still talking about quality, and so there’s an issue there. We’re either not preparing the right people, we’re preparing but they’re not deploying them, or we’re not preparing them appropriately because of the complexity. We stay with the type of training products that we have, and we’re not keeping up with the emerging issues. So I think again that this is certainly an issue to be addressed because as the complexity of peace operations continues to evolve as the requirements change. I sense that it’s difficult to predict ten years from now just what we’re going to need and how do we forecast that, and so I think that’s an introduction into our three speakers in terms of how they’ve been tasked to identify future education and training challenges and requirements and how us as a group will help respond to that. Thank you.

### **Brig. Gen. Imamuzzaman:**

Thank-you Suzanne for introducing the topic. Distinguished audience. Ladies and Gentleman, good morning. I’m happy to stand here humbled by the response and civility that the association asked me to speak on identifying future education and training challenges and requirements in this seventeenth annual conference of IAPTC.

Looking ahead in the quest for a better tomorrow and for peace around the globe, we appreciate the enormous challenges of our moment in history and guarantee to act boldly and collectively towards bringing peace and prosperity at every sphere of our life. We are not at a time of extraordinary hope and promise for the United Nations after a long period when too often the grim reality of war has darkened our planet. There is a new mood of understanding and common sense and a new determination to move away from international conflicts and devote ourselves instead of to the immense task of building peace for a better world. Distinguished ladies and gentlemen, United Nations peacekeeping continues to evolve both conceptually and operationally to meet new challenges and political realities and behind these multiplex actions and contributions lies the long nurture, commitment, and dedication of a hundred thousand peacekeepers around the world who offer their lives to serve as a beacon of hope for people in distress. The great experiment we are honoring here today has been shaped by many people. Here I would gratefully recall, in particular peacekeeping’s original architects: Ralph J. Bunche, Dag Hammarskjöld, Lakhdar Brahimi, and Lester Pearson, all of them Nobel Laureates. Their remarkable work has been built upon by their successors who set up and directed further peacekeeping operations. I’m also paying tribute to the soldiers of peace, military observers, police, international civilian personnel, local civilian staff, and even volunteers.

Distinguished audience, in today’s reality having beside the rainbow-colored successes, United Nations as a central element of international conflict response is facing diversified challenges. Today, peace operations are not only confined to stabilization of post-conflict environment, and rather demand more versatile, synchronized, and coordinated actions of the international community to reintroduce the rule of law, human rights, provision of social and economic development, fostering of national reconciliation, and subsequent reconstruction for a more sustainable peace through a dynamic peacebuilding posture. The new challenges also require a radical change from the classic sense of peace operations, and an integrated incorporation and action of coordination between all the peace partners and stakeholders. It is imperative from the very outset until the whole mission is achieved. The predictable nature of the emerging conflicts also requires a forward-looking planning and intelligent devising with respect to development of early-warning systems. Fielding trained human resources, coupled with regional expertise, are assets both for the civilian and military components of the peace operations.

## Sub-Theme I, “Identifying Future Education and Training Challenges and Requirements”

Execution of informational operations and maintenance of public diplomacy stand alone as the most important elements to ensure continued public support vital for the security of mandate and peaceful personnel. There comes a corresponding need for skill and expertise sharing to ensure successful interoperability between different components of the peace operations matrix. Given the strategic-level rational and the complex dynamics of tactical-level peacekeeping, we are compelled to think in a creative fashion and try to define and address the challenging nature of crisis. Since the challenges are diverse and numerous, we cannot be tempted to adopt a one-size-fits-all approach for every critical cases. The few most pronounced challenges here at tactical level are protection of civilians, application of robust peacekeeping, ensuring human rights, and execution of critical peacebuilding tasks.

The protection of civilians responsibilities of peacekeepers have drawn international attention throughout the globe. The critical nature of the civilian protection challenges of the Democratic Republic of Congo signifies the nature and complexity of the task especially in a situation where military and police personnel need to take a lead role in this responsibility. Similarly, the United Nations Hybrid Operation in Darfur reminds us of the vulnerability of civilian population and the need for robust posture that helps prevent any atrocity on performing our moral duty to protect civilians from violence. The United Nations is duty-bound in performing its responsibility in this regard. So are the peacekeeping training providers in transferring the accurate training to the peacekeepers.

Distinguished audience, we have also identified the urgency of a robust peacekeeping doctrine of the use of force for protection of civilians, an implication of mandated tasks to meet the new challenges in the field. The necessity of greater interaction and interoperability in training is needed for the crucial issue irrespective of many identified diversities among the blue helmets.

The human rights abuses prevalent in conflict environment are now the most atrocious in the world. We know that the 1993 World Conference on Human Rights found the crucial connection between international peace and security and the rule of law. The need to reinforce these vital links has been highlighted by the sharp increase of conflicts and man-made calamities in the present decade. The reported human rights violations especially in the presence of United Nations forces at times question the credibility of the efforts of the United Nations. So understanding the cold issues of human rights violations, and preventive measures to control and suppress further escalation is another challenge for the UN forces. We must be concerned that there is also a continuing need to improve the effectiveness and impact of ongoing peacebuilding programs and activities. We have loud challenges in completing critical tasks of constitution-making, electoral process, reintegration and national reconciliation, security sector reform, sustainable capacity building, and establishment of rule of law in a post-conflict scenario to avoid lapses or relapses of conflict. These challenges require the deployment of a new generation of international staff and peacekeepers with a better understanding of the match and contrast between development and security and with the ability to work in different conflict contexts.

Distinguished audience, there is a need to continuously be innovative and undertake investments in training and education of peacekeepers. Broadly speaking, training and education are important in three fundamental ways. First, we engage therein to improve the likelihood of achieving mission success, of better assisting and offering relief to victims, and then, to assist in the successful transition from conflict to peace. Secondly, the environment in which peacekeepers have to operate has become increasingly precarious as they are exposed a higher degree of risk. Indeed, they have found themselves operating in situations where there is no peace to keep and violence has not all but ceased. Thus training for working under such condition is an imperative. The third relates to the classification of peacekeeping operations as multidimensional. The military, police, and civilian specialists are distinct but complementary components. They each have differing organizational and operational cultures which need to be managed. They need to have exposure to one another, to learn each other, and since they work together it also follows that they should train together. The challenges of training and education are that they need to serve these three main tiers of an operation in a way that addresses their specific needs, while, at the same time, ensuring the need for standardization which will in turn contribute to the missions success. The differences in operation environment in DRC and Somalia can best describe the need for bringing balance between mission specificity and standardization.

In addition to the challenges I already mentioned, we must also recognize that military components are not trained for critical peacebuilding tasks. Military components also find difficulties in working with the other mission partners. Role and contribution

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of other components, which are often integral to the mission: police, legal, judicial, developmental, and humanitarian actors, need to be comprehended by the military counterpart. Comprehensive training is too essential to enable them to individually and then jointly function in a complex, multidimensional setting to achieve their ultimate purpose of maintaining international peace and security. To this effect, it is imperative to look at the training needs and challenges facing these elements. In other words, in order to contribute better in an operation, skills that they already have must be refined in trying to do so the obstacles they face and the ways they can address must be defined. Multinationalism of peace operations guarantees that we will counter the problems of wide discrepancies between the skills and abilities of the different national contingents. The need to develop some common standards in training content and methodology is to be spotlighted. We get to make provision of technical and procedural knowledge and skills in the form of training and educating the target audience with different intellectual methodologies with which information may be integrated reasonably and sound judgment may be exercised. This is how a cognitive process involving the comprehension of abstract concepts by which analyses and decisionmaking will be brought into effect. The key challenges will encompass diversification of customers and identification of a prepared pedagogy for training methodology and in building capacity of national training center we've got to be concerned that the issue of capacity building of training centers is a very important one. There are several centers that require some form of support in their efforts to ready personnel be it in the form of material, financial, or human resources support.

Distinguished audience we must not ignore the necessity to have doctrinal and procedural convergence among the troop contributing countries and the training centers. We must have interoperability and a set of minimum standards that are required by the United Nations missions. We ask for enhanced cooperation among the countries' doctrine centers, training facilities, headquarters, and leading organizations to make the interoperability most meaningful. The international community faces a major challenge in meeting the recent surge in demand for qualified peacekeepers. States are primarily responsible for supplying peace operations with properly trained personnel. Well-educated and trained peace operations personnel (military, police, and civilian) are critical for reasons of both operation effectiveness and personal and collective safety and security in these challenging mission environments. In this context, areas of priority training need to bear in mind the mission tasks of critical importance of ensuring the effectiveness and efficiency of complex peace operations. Multidisciplinary education and training, the use of modern technology, and the need for majors of assessment and evolution must be effectively balanced with UN structure, policies, resources, standards, and guidelines for peace operations education and training.

Dear audience, peace operations will remain a major tool for keeping a secure and stable environment for the people in areas affected by war and its consequences. Despite all of the challenges faced during the peace missions, most missions have present necessity and value. I believe that all nations should demonstrate the sense of unity by helping those in need. The new security challenge and multiplex complexity of conflict require a global and concerted response. We need to learn from one another and increase our knowledge. Unity of effort by the international community and clear level division on who's doing what between various organizations would become the key for a successful peace and stabilization mission. We should spare no courage and skill nor deviate from our noble cause to serve suffering human beings and remain focused to achieving our goal. Challenges then will not matter how intimidating they might seem at the first sight.

Ladies and Gentleman, that brings me to the end of this presentation. Thank you very much.

**Mr. Frank Prendergast:**

Thank you Ladies and Gentlemen. President of the IAPTC Brigadier General Imam, distinguished delegates, members of the IAPTC Executive Committee, thank-you all for the opportunity to present today. While I am speaking from a police perspective, I hope that some of the issues are I raise will ring true with others, either police, civilian, or military. The challenges which we face in the police training environment do vary from that of our military counterparts. Not only are our operational environments somewhat different, our training environments are also different and as such pose different challenges and possibilities. Generally military doctrine, problem-solving, and associated tools are well-developed and in most instances are interoperable with each other. Whereas in the policing field we are still developing doctrine in relation to emerging peace operation demands. Likewise, on the

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ground issues vary, including legal requirements and command and control systems. As background information for those of you unfamiliar with the International Deployment Group, the organization I’m from, we are currently deployed to UN missions in Cyprus, South Sudan, and Timor-Leste. We are also bilaterally or multilaterally engaged in Afghanistan, the Regional Assistance Mission to the Solomon Islands (RAMSI) and other capacity-building policing missions in the Pacific region including the police development program in Timor-Leste and various components of the Pacific Police Development Program.

There are similar challenges in preparing members for any mission. I’ve chosen to illustrate the training challenges and requirements in the context of the Solomon Islands, our RAMSI mission. RAMSI is a good example of an evolving police operation that is transitioning from a security and stability focus to capacity development of the law and justice sector as part of a larger nation building effort. RAMSI is helping the Solomon Islands lay the foundations for long-term stability, security, and prosperity through support for improved law and justice and security; for a more effective, accountable, and democratic government; for stronger broad-based economic growth; and for enhanced service delivery. The over-arching goal of RAMSI’s work is a peaceful, well-governed, and prosperous Solomon Islands. Like any mission, for RAMSI to succeed it must be built on a foundation of strong values both within the contingents deployed and also within the Royal Solomon Island’s police force (RISPF) to ensure that community confidence in policing services is rebuilt. RAMSI is a partnership between the people and government of the Solomon Islands and fifteen other contributing countries of the Pacific region. The policing component of RAMSI, otherwise known as the Participating Police force or PPF, is made up of over 200 officers from across fifteen Pacific countries who work alongside the RSIPF. This in itself presents a number of challenges including developing a common understanding approach and a commitment to strong values and leadership.

Now development of senior police is an important aspect of our training framework. We continue to work with our partners to develop our senior police replacements on various programs and we also work with institutions such as the Australian Institute of Police Management in the continuous improvement of our international senior command program. While we believe that program has served us well, we are strengthening the program in the areas of leadership and police development and in inculcation of our core values at all levels of training. As you might be aware, the PPF delivers training to Pacific Island contingents who participate in RAMSI, and they attend camp or undertake training with police staff prior to deployment. We view the attendance of these members as an opportunity for contingents to be with each other prior to deployment to share lessons learned, placing practices that inculcate cultural knowledge. We have found that this opportunity overcomes other challenges that we might face in the training environment including how to integrate rigorous cultural awareness components in our training. Without this there, we would otherwise rely solely on the introductory level of cultural awareness training provided through our face-to-face training or subsequent training conducted in mission.

We have also built a partnership with our New Zealand police counterparts who undertake their own training for their RAMSI deployments. This ensures that we’re working to the same script. That includes trainer-exchange program, cooperative development of training including, importantly, our respective pre-deployment training and our public water management training packages. This is assisted to overcoming inconsistencies identified when contingents from varied training environments are required to work together in the RAMSI mission either in a capacity development context or during other operations. The exchange program provided opportunities to validate our training programs, identify lessons-learned, and develop best-practices in training methodology.

We seek to develop similar relationships with other peacekeeping training centers. One of the speakers at the Sixteenth Annual Conference in Dhaka last year highlighted the importance of supporting forums such as the UN peacekeeping training community of practice website. If you’re not already involved in the forum, I encourage you register and share your respective lessons learned knowledge and best practice in training. During our training programs, we also work closely with our mission partners including the Australian Defense Force, our aid agency, AUSAID, other departments, and NGOs. This is to overcome the challenges of working together in complex mission environments, which will only be fully successful if we understand each others’ roles, capabilities, and operational approaches. I see ongoing and increased collaboration and information sharing as key to improving the training outcomes of our respective training areas whether through online forums, trainer exchanges, or other regular

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communication. I also see this as one of the challenges for the IAPTC to ensure the momentum we achieved during the conference is maintained throughout the year and this sharing is occurring.

RAMSI, like a number of other missions around the world, is currently in a period of transition. For the PPF this means, a shift to capacity development, reducing police numbers while retaining the ability to assist the RSIPF in maintaining security. This environment presents a number of changes not only operationally, but also in the identification of education and training requirements. Both the mission members and importantly the members of the Royal Solomon Islands Police are key stakeholders in the missions capacity development efforts. The PPF has conducted a number of projects to identify the way forward in the development of our members deploying to missions in a capacity development role. I think this was an issue that came through quite loud and clear yesterday in the presentations. The importance of being able to be fully involved in peace operations, to transfer knowledge and to undertake the capacity development role. Identifying members to have an appropriate balance of policing experience and the skills, knowledge, and understanding to conduct a capacity development role can be difficult. Many of the skills required are soft skills including cultural awareness, mentoring, and the ability to build trust in relationships. These skills are not easily identified through traditional recruitment processes and must be addressed through training. Equally, identifying the content and delivery efforts for a capacity development training has been challenging. Work we have conducted has included scoping of our training requirements in the capacity development role. This led to the development of a more rigorous training for members undertaking capacity development roles but has also revealed that my organization needs to develop a clearer understanding of what capacity development is in a policing context.

The performing capacity development function requires a strong understanding of local contexts and history, knowledge of culture and traditions, and awareness of good development principles, including sustainability and long-term development objectives. The soft skills are mentioned earlier and the technical skills and knowledge required in the policing context. Developing and training and delivering training that addresses all of the above is challenging, and the training that we’ve developed realizes a blended approach to delivery including e learning and a range of face-to-face methodologies hopefully to produce the best outcome. We are now importantly working towards developing our own police development framework or doctrine and the tools to support this in the workplace. Training in this doctrine will be part of the training we continue to refine. This work is being undertaken by our police development project. Information in relation to this was available in the Ideas Bazaar, and I’d encourage you to get in touch with the project team if you’re interested in either contributing to the project or learning from its outcomes. We also face challenges in monitoring an evaluation of our missions. This is an increasingly important issue for all of us, given the constrained financial environment we’re working in. The requirement for all of us, I think, is to demonstrate the results our activities. Sometime ago we engaged the University of Queensland to research and develop a comprehensive manual and toolkit for evaluation of missions we’re involved in. We’re currently implementing this project including a trial of the tools developed in selected missions. The methodology aims to incorporate monitoring day-to-day such as relationship-building engagement with stakeholders and holistic approach to measuring progress, rather than just infrequent monitoring evaluation on an annual, semi-annual, or end-of-mission basis. The challenge for us will be developing this culture in missions something which will commence through its integration and training through our capacity development programs. While PPF officers in RAMSI were primarily involved in capacity development in line-advisory roles, the PPF will need to maintain its own security obligations. It will do this by maintaining a workforce that is predominately comprised of sworn police officers with the skills to underpin and support the RSIPF if significant security or civil disobedience incidence arises in the Solomon Islands.

To this end we will continue to provide a range of modular training. This includes our own core pre-deployment training program, which meets the requirements of the UN standards. It includes the UN core pre-deployment training materials, and the specialized training materials for the UN police. Additionally it will include International Deployment Group specific outcomes, as well as specialized training in public quarter training, command and control training, and specialized or mission-specific training.

Along with this there are a range of other training areas that are becoming more and more critical. Including building in practical implementation of protection of civilians and the prevention and investigation of sex and gender-based crimes in a mission context. The challenge for police is always balancing the time spent in the training environment. First there are workplace requirements for

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deployment into various roles and missions. For example, language and cultural training can be time-consuming and expensive. Unfortunately, however, the police generally need to deliver this training in shorter time frames than our military counterparts do. Available police resources are usually fully committed to domestic requirements when not deployed. Release from such duties is difficult due to officer numbers. To address these issues we continue to look for opportunities for efficient delivery including the use of E-learning, the use of the most appropriate delivery modes, and, as I said, the modularization of training. To maintain currency we do need to focus on continuous improvement through course evaluation and regular review of training and gaps in the mission environment. One challenge one challenge we face continuously is finding time and capacity to conduct this evaluation. When possible we attempt to utilize the mission debrief process to identify changes in the mission environment and gaps in training. This does not diminish the need to conduct regular rigorous needs analysis. Interestingly, the key issue emerging from the debrief process and training needs analysis that we’ve conducted is the need for enhanced training in respect to capacity development. This is continuously identified by our members in missions as the key shortcoming or area for improvement in our training packages. In trying to cover these sort of gaps, we also utilize members returning from mission to inform the training cycle by utilizing their skills and knowledge to refresh our training scenarios and the content of programs or by placing them into the training during their time back in Australia.

In summary, the challenges we face, I think collectively and particularly from a police perspective, are developing communities of learning; incorporating civil-military and police interaction where we can share ideas, training methodologies, and training scenarios; identifying and addressing emerging training requirements including current issues such as protection of civilians and sex and gender based violence; working with our mission partners and training together to ensure that we understand each others’ roles, capabilities, and operational approaches and that we can be interoperable in the mission environment; importantly, developing capacity development doctrine and training programs ensures that our training continues to focus on inculcating the requisite values so that behavior on mission doesn’t undermine mission outcomes; and importantly, doing this all in the finite time available for police training, placing a premium on flexible and efficient delivery. Thank-you very much for your time. I look forward to the plenary discussion. Thank you.

### **Mr. Kevin Kennedy:**

Morning everyone. I’d like to thank the Executive Committee and the IAPTC for giving me a second go at the mike, and I will try very hard not to repeat what I said yesterday. I also have some apologies to make. There’s a rule in politics, at least in the U.S., I’ve heard it said often, never apologize and never explain. I’ll first apologize for the sort of stream of consciousness of my remarks this morning, and I also apologize in advance if I step on any toes. I’m in a new community, and I really would like to treat this as a discussion among friends. I invite you all, if I say something untoward or if I’ve gone over the edge, please raise that with me because this is an important learning experience for me. The topic this morning was to be requirements and challenges of peacekeeping training. I think we’ve had almost an overdose of the challenges and requirements in terms of what we’ve heard over the course of the last couple of days. I certainly feel that myself.

I think we have challenges of process; we have challenges of relevance of content, challenges of delivery—just in time delivery. I think back again to draw on my immediate experience with the DRC. Thinking again about the challenge of protection of civilians, and how the mission had to, from a standing start, create an in-mission training program for joint protection teams, which hadn’t been done before. My question is who else could have done this. It was the people in-mission who had to scramble together, pull something together very quickly. I would suggest that the training challenges, therefore, training people who have the ability to do that in time, and I think that is something that we all face as a challenge.

At the risk of identifying a big elephant in the room that probably nobody really would like to talk about in a meeting like this; I think it is also important to see that perhaps our single most important challenge and requirement is to secure the resources that we need in order to be able to deliver, while navigating political sensitivities and various agendas. The challenge is avoiding doing symbolic things to engage in an activity just to be seen to be doing something in an area, rather than responding to real needs. I think we all require visibility; we all require recognition for our work. It is essential for our survival as institutions. Sometimes

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we have to be courageous and maybe even have difficult conversations with our partners about the real training agenda and the real training requirements, just to avoid being in the job of chasing resources. We’re trying to match up resources available with something that seems to fit the institutional requirements of the moment. I think that requires us to really speak honestly with one another, and to ask: Is your requirement my requirement? Is your challenge really my challenge? When I joined ITS earlier this year, I sat down with a group of staff that I still have, and we brainstormed for a few days. I wanted to get their collective experience, which is considerable—a number of them have come from the earlier training and evaluation service of the Department of Peacekeeping Operations (DPKO), the Integrated Training Service having been established after that. From the general service up through the military and police trainers, I’ve really found a great deal of experience and professionalism there. It really was an eye-opening experience for me. They talked about the last training needs analysis. There were some 180 interviews conducted. There were four questionnaires. Their final report was 80 pages. They really encouraged me to go back and dig down through that, not just take, let’s say, the upper-level conclusions that were drawn from it, to dig more deeply into the training needs assessment. I think that’s a requirement we have as well. To avoid, at least on our side, trying to just take cream off the top, and instead take the most obvious conclusions and see where there may be requirements or needs that we need to meet because they underlie those bigger issues. The other thing that came out in the course of that discussion is that there really is a major gap between training and doctrine that we’ve just gone through this exercise of preparing a staff officers training course. I mentioned it briefly yesterday, but the fact is that ITS was asked to prepare a standardized training course for staff officers. There’s no such thing as a standardized training force headquarters. There are main elements of doctrine that are missing. There are statements of purpose that are missing; there’s guidance that’s missing. While I don’t say that to point a figure at my colleagues in the Office of Military Affairs, far from it, General Imamuzzaman has made a very good point in that there needs to be an exchange among all of those who develop doctrine to make sure that interoperability becomes a reality merely through the exchange of information. We have an added task at the Secretariat level in trying to make sure that we’re drawing from various sources and that those sources are complementary, that they are compatible. It involves, I think, some difficult discussions between my military training officers who were working on that project and the Office of Military Affairs. As I mentioned yesterday, I think that was the catalyst. I think it was a good exercise because it did expose gaps and it encouraged people to look at how we fill those.

The other thing that came out is that I think there’s a very strong feeling in New York—it certainly comes out in the Special Committee on Peacekeeping, and it comes out in our conversations with troop contributors and member states—that the independence of national training must be respected. Now ITS does provide training recognition, we don’t recognize centers, we don’t brand institutions, but we look at courses and then we recognize whether or not those courses meet the standards that have been set at the UN. It’s basically a means of verifying what’s been done. One of the things that I’ve found as a past practice, no longer followed because of lack of resources, is that training recognition makes it possible for international participants to attend courses in other institutions with financing from the UN. Now in the absence of resources, we’re not able to do that any longer. That struck me as another means of cross-fertilization of ideas, really a dissemination of really good practice that’s been recognized by the UN that really should be part of the training recognition process. It’s something that I’d like to look at. This is all obviously at a referendum. Go back and talk to my bosses and talk to the people in the member states to see what is going on in this. The other thing that strikes me, and this comes from meetings that I’ve had since joining the ITS with various representatives of member states. Peacekeeping is an excellent wedge, it is ultimately how the international community stabilizes situations, but also it’s the vanguard for those peacebuilding activities. I think there is a tendency sometimes on the part of some with very good motivation to try and heap onto peacekeeping many of the things they should be doing immediately with national institutions in the country concerned. It’s more difficult. Sometimes more difficult to deal with a nascent Ministry of Interior on police training than it is to deal with the UN peacekeeping mission on the ground, but there does have to be a combined approach there that I sometimes I think is missing. We have a challenge there in the sense, in the sense of making sure that we are working at the pace that’s needed to show effects on the ground. About a year ago, I understand my predecessor, the Office of Rule of Law Institute, and security institutions had signed off on training standards for corrections officers. We still don’t have the final corrections officer standards out there because we’re still waiting for final approval from the Office of the High Commissioner for Human Rights because, obviously, they’re very strong rights values that have to be reflected in those. The problems are: does that remain relevant over time, will the situation on the ground change, are interventions that could be done at the national level being held up because a member state or other partner is holding up support for a certain action because they’d rather work through the peacekeeping

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mission? So I just throw that out there as a challenge to us to look at how the efforts being done at the level of peacekeeping dovetail with the levels being done at the national level.

The other thing that I have to apologize for the stream of consciousness here is the jumping around a little bit. This issue of where the proper level of intervention for training comes I think is also reflected in General Imamuzzaman’s comments on the discrepancies in skills and doctrine and the need for interoperability. Right now training doesn’t form a part of pre-deployment visits. When the Force Generation Service (FGS) goes out to look at contingents for potential deployment in missions, there’s really no precursor. There’s no previous training visit requirement. Training is not part of those visits. And that’s something I think that we need to look at in the coming year, and I’ll be talking to my colleagues in the Office of Military Affairs. Similarity, with the SAT visits that are done for police deployments, it may not be practical to include training in a formal way as an absolutely, absolute requirement or a criteria for those visits, but I think it would give us insight into what’s required, what’s not happening on the ground and to give a better sense to missions as they receive people of the level of training that people who are deployed have. Therefore, if there’s a need for some remedial training, if there’s a need for supplemental training that can be thought about in the end-mission context or perhaps even prior to deployment.

The other thing that is quite obvious to me is a challenge and a requirement. That there’s a huge amount of training in which Integrated Training Service has no expertise, and it’s really beyond ITS to be accountable for subject matter that we don’t know, and I also think that there’s a challenge to the UN on the broader sense of being able to evaluate training on the whole gamut of fields, the disciplines that are required for a lot of our new missions and certainly for those that include a strong peacebuilding component.

I would strongly recommend for those of you who have not looked at it, to look at the civilian capacity (CIVCAP) report that Mr. Guéhenno spoke to yesterday. In Recommendation 10 of that report, the panel enumerates a list of actions that it feels should be done to enhance training opportunities. I have to say that I consider this pretty much an aspirational report. This is a visionary report. It looks very far, I think, into the heart of the future and what might be possible at the international level. Now, of course, the UN charter is an aspirational document, as is the Universal Declaration of Human Rights, and we haven’t achieved everything that is in either of those. So that’s not a reason not to do things. I do think we have to look at those realistically as a community. I think the IAPTC has a very important role to play since you do combine military, civilian, civilian police, and a wide-range of other disciplines—you reflect a wide-range of disciplines that are reflected in the CIVCAP report. Among sub-recommendations under Recommendation 10 is, for example, the ITS, United Nations Institute for Training and Research (UNITAR), UN System Staff College, Office of Human Resources Management, and clusters that have been identified for certain areas should get together and identify where skills are needed and then either provide the training or identify appropriate external training. Very nice succinct recommendation, a huge task, a monumental task, which I think is perhaps valid, but it raises questions not only about our capacity as a Secretariat or as institutions but also about the role we should play vis-à-vis your community. Define standards for training and trainers for each area and do so in partnerships with universities and other actors. To define global standards, information will be freely shared with universities, training centers, and the private sector. Again, I think it’s a great goal, but knowing the difficulty we have at the level of ITS in just meeting the demand for standards in peacekeeping training is daunting. To create a certification mechanism that ITS, UNITAR, and the UN System Staff College develop as a formal training certification mechanism operated on a cost recovery basis to guarantee program sufficiency, to guarantee program self-sufficient quality, and to certify programs and eventually trainers is extremely difficult. The comment in the report is that this builds on the work done for peacekeeping training centers. Each year ITS probably receives somewhere between 12 and 20 requests for training recognition from different institutions. We are not at the present time able to keep pace with that rate given our staff and given our resources, and when I see a recommendation like this I wonder how realistic it is, certainly in the short-term, but it still may be a goal worth working toward. Also another sub-recommendation there is to enable civilian peacekeeping training centers to better deliver civilian training, i.e. that they can provide a low-cost option to deliver further civilian training, and that should be done with financial support to countries of the Global South coupled with a rigorous certification mechanism, i.e. to develop global knowledge networks and then to leverage centers of excellence: universities, NGOs, regional or sub-regional organizations to disseminate knowledge between the UN and a network of civilian training centers and to provide platforms for knowledge sharing. To some extent if

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one needed a description of what a group like the IAPTC does, this would almost be it as a platform in the sense of promoting exchange of knowledge. Just to make a brief segue there to the issue of national staff capacity building. Mr. Branbury mentioned yesterday the number of UN staff in the field in peacekeeping operations. It's a very large number. Of course El-Fashir, Sudan is our largest duty station outside New York, but of course most of those staff members are local staff members. In East-Timor the training for national staff forms an essential part of the transition plan for the downsizing and ultimate departure of the mission. It's been agreed to with the government, and it dovetails the training requirement for the operational purposes of the mission with, ultimately, what will be a valuable contribution not just to government, but also to the society, to the economy of East-Timor providing national staff, about 900 of them, with training in a wide range of fields. So I think this issue of how we better leverage what we do in peacekeeping training to help build national capacity is something we should also be looking at carefully.

I don't want to run over time. I realize this morning we have a plenary discussion immediately afterwards. I would like to just say a word about the value of the IAPTC itself. Frankly, I would count the existence of an organization like this one, however loosely composed, as a requirement. Frankly, if the IAPTC did not exist, I think the United Nations would be obligated to create something like it. Quite frankly, there would be an opportunity cost in that because ultimately we would be drawing away scarce resources for training in order to get a handle on what's happening in the training community. This is really an essential forum for taking the temperature of training if you like, to assess the state of training. I don't know of any other forum where that can be done. I also think that your discussions and what I've seen of your past meetings and what I've gleaned from colleagues is that ultimately your discussions act as catalyst. It may not always be immediately apparent what the effect of your discussions are, but they are part of the evolution of training curricula. There is very much a cross-semination of ideas that I think is extremely important. I think I would leave it there. There are a lot of questions in my own mind about the role of ITS should be playing vis-à-vis the IAPTC and vis-à-vis the training community as a whole. We do have obviously have the requirement that we cannot avoid and that is the training needs assessment. So with the principle that repetition ensures memory I will mention once again, that we do hope that we would be able to count on inputs from your community as we go about that training needs assessment next year. So I will leave it there.

I thank you for your patience, and I look forward to hear your comments. Thank you.

## Sub-Theme I Back Briefs

Military Functional Group - Lt. Col Jean-Benoit Beaudoux

Police Functional Group - Mr. Terry Knight

Civilian Functional Group - Mr. Nick Seymour



**Introduction:** After the panel introduced and discussed the conference's first sub-theme, Identifying Future Education and Training Challenges and Requirements, conference participants broke down into functional groups to discuss the issues from their perspective. The following presentations were given by designated representatives from each of the functional groups.

### **Military Functional Group, Lt. Col Jean-Benoit Beaudoux:**

One of the keys to success in a mission is adaptability, which includes flexibility and specificity of training. So how does one balance these two things? I will go into the detail about standardization of training. When you have troops who are deployed in the same area coming from different troop contributing countries (TCCs), they need to have the same skills, the same knowledge, the same training (standardized training), in order to be able to interact together in the field. Following the different areas you need specific, but standardized, training. How can we face this challenge? First, everything will go to Integrated Training Service (ITS). We also mentioned that we need a strong Training-of-Trainers (TOT), as it has been done, for instance, for UN Staff officers. If we want to have quality standardized training, we need to have trainers who have been trained in a standardized environment in a standardized way. This is something we're expecting from ITS. Once we have trained, we have to be sure also that the troops are able to interact in the field together and have the same knowledge and understanding of the mission. We talked about language issues. First, about some of the facts in some areas and in some missions, you have different troops engaged that don't speak the same language, that don't even speak the language of the area where they are deployed. This can provoke some issues about coordination and interoperability.

Once we have standardized the training, it has been raised the problem of assessment. How can we evaluate the training? We would like to have some criteria for this and benchmarks which would ideally come from ITS. It has been also mentioned in standardized training; we have an evolution from our current pre-deployment training to an intensive pre-deployment training. On the other hand, the key issue is adaptability to environment. We need to be standardized, but also we have to be able to adapt to the environment so there should be training about the cultural environment where the troops will be deployed. Adaptability is also balanced between robustness and peacekeeping rules of engagement. So there is a transition from a classical peacekeeping to robust peacekeeping operations. It has been mentioned also that the level of courses must be adapted to the new environment and mandates. So we need to develop operational strategic training, more civil-military training, and management training for juniors leaders. There was a very good example that has been given there for a senior mission leaders including some negotiation skills, how to interact in cultural environment, and things like that. Now more and more you have junior leaders who need to have the same skills. In smaller areas, but they have to, in fact, be able to interact with the population, with a multidimensional environment, with civilians, and so on. This is something that must be developed also. We talked about urban operations when we mentioned adaptability to environment. The problem of urban operations in peacekeeping is that an urban environment is very different from one area to another, and this is also something that requires specific training and adaptability.

Once we have mentioned all these issues: on one hand the necessity to standardize training, on the other hand flexibility, specificity, adaptability to environment, and, of course, funding. So what will be the impact of funding on the training? It has been raised that E-learning may be a solution. For instance, the more we have training in the country that the troops belong to, the cheaper it will be. That will not, in fact all these projections will not, solve the problem of interoperability and coordination in the field. It is good to train the people through E-learning and distance learning. It's good to train them in their home country. But after that, when several TCCs work in the area within the same mission and mandate, they must be able to interact together, to coordinate, and that's the reason why we will have to take them somewhere in peacekeeping or peace support training center to make them work together, check that they received the same standardized knowledge that allows them to work together after that

## Police Functional Group by Mr. Terry Knight

in the field and this is why we recommended also that after the training we organize Command Post Exercises (CPXs), combined exercises that will guarantee the capacity of these troops to interact in the field later on. In summary of what we said, there is a need to develop a little bit about intensive pre-deployment training

As a conclusion, yesterday Mr. Kennedy mentioned the necessary balance between standardization and specific training. What was raised this morning in the military committee is that in fact that we require standardization and then we guarantee will be able deliver specific training in order to be adapted to the new environments and to specific environment. Thank-you for your attention.

### **Police Functional Group, Mr. Terry Knight:**

Ladies and Gentlemen, distinguished guests, my name is Terry Knight and I'm from the Australian Federal Police (AFP). I'm Australia's police advisor to the United Nations in New York. As with the military, our discussions basically reflected on both yesterday's and today's briefings and the questions that emanated from those briefings. We basically came down to three areas that we thought must have our questions grouped around and that was understanding, interoperability, and training. With our points that we pulled up, we actually grouped them under those specific issues because a lot of them are intertwined and rely on each other to be achieved, but a lot of the stuff we came up with actually revolved around more questions than it did answers. The idea of that, I hope, is to provoke everybody from thinking from their own perspective, and then coming together, dragging together their solutions that we can all work with.

Partnerships were a very important one, from a policing perspective. A lot of the work we do relies on other partners especially in mission when we're having transitions and we don't know how we each operate. We each have our own disciplines and doctrines so it's very difficult to work collegially. So it's important that we get out and get on as many military training centers as we can to give our message and vice-versa, to have the military come and brief us as well just so we can start getting the idea of what each other can do and where we start and stop so we can all work together.

The other issues that came out of that were actually from being on the ground with mentoring and advising. Quite often, a lot of the officers going out there are not really comfortable; they're unsure of their role, how they should mentor, how they should advise. Of course one of the big ones which are right outside of the zone of policing in normal life is capacity building. So we were looking at issues where we might be able to put some training capabilities together that might include how you mentor, how you advise. We better arm our men and women when they go out there. Especially in capacity building, we're looking at issues where should we start looking at modules that do with project management or contract management. Things like that. Not in-depth, but just enough so people are aware when they're put in a capacity-building role, how they should be acting and the pitfalls they should be looking for to make sure they're successful.

The other side, of course, is to make sure we all actually understand our own roles. And I think that's where the doctrine project will come into being from the UN as well as all our own individual doctrine projects. We have individual police officers, we have Formed Police Units (FPUS) and quite often we don't know ourselves what each other does. So not only within policing, but also outside we need to give the message of what we are all responsible for, and what we're capable of. Bilateral arrangements we think are important. One of the areas we were looking at was quite often was a mission assessment, which will be done upfront. The whole focus is normally getting the UN into mission, so we proposed some discussion around the fact that when that initial mission assessment goes in, it's actually an in-depth one. It looks at host country analysis. When the UN goes in initially, it has a whole picture of what's there and what's not there, and perhaps we can start engaging the bilaterals earlier, which of course gives the UN an earlier exit date out of the mission and a far more effective mission.

The different missions have different roles from a policing perspective and that's something we need to build some tools around. For example, there was an example given about why part way into the mission all of a sudden all of the police were armed. We need to put some tools around that so we understand if we're in a mission and things change how we react to that situations because quite often that's not explained too well.

UN training modules will obviously encompass a lot of the issues I've been talking about, and we find that will be important to be working within the UN on that. Especially next year, when the analysis is done that Kevin was talking about earlier. I think we've definitely got to have some solid police representation in that just so we ride across the issues, and we can't come out of the end of it saying that's not what we wanted. We've got to engage, otherwise, we're not going to get the product we want.

I'm going to talk about the relationships between the police contributing countries and the standing police capacities. How that works. Often not only police, but military as well, don't understand how that works. What we can actually get out of the standing police capacity, when it initially goes into a mission. Some of the areas they look at when they first go in are like their basic host needs assessment. We need to get access to those types of documents so we can be better armed when host countries deploy in under the UN banner or bilaterally.

**Coordination and communication:** I'm pretty sure we're all across that one.

**Integration and partners:** I spoke about earlier. Getting to know each other and how we can work together better to get the mission rolling along. And information sharing.

**Scoping and adapting training:** That is a big one.

**Mission to Mission changes:** It's important that we learn our lessons from that. Assistant Commissioner Prendergast was talking about that this morning. We can't be complacent and just keep rolling on with the training that we've got. We've got to be adapting with the training that we've got, and we've got to be sure we're matching the customers' needs.

**Training publications:** There's quite a few of them that are actually in the UN website that a lot of us don't access. So we encourage everybody to actually get on the UN websites and have a look around because a lot of the questions that we're asking are already there.

**Balance and Security and Capacity-development:** Briefly touched on this with our training. Traditionally police go in and protect the community. That's what we're trained to do. But obviously in a peacebuilding environment, we've got a whole different ballgame. We're looking at capacity building, and we have to balance our capacity-building with our need to mentor and advise our host country police because that's what we're there for: to make them more secure, more reliable in their operations. So we've got to be able to balance that dual role, which is something we're not used to. That's something we've got to work our way around. Another one of the issues we spoke about policing is over the last few years, we've mostly talked about military and policing. As we all know, as we're going into peacebuilding, that picture's changed a whole lot. From a policing perspective, traditionally we go out, and we enforce the law. If we have to, we arrest people. Quite often what happens at the end of that in some of our missions is we don't have sufficient corrections and justice institutions set up. So what do we do with the people that we arrest? We have to start looking at ways we can actually encourage member states and other contributors. Obviously there's NGOs involved as well. We can start developing these types of institutions because without them we're only going to get half of the page done of what we're going into do. Of course that will only keep us in mission longer. As the Assistant Commissioner said this morning, our whole idea going into mission should be to make ourselves redundant. So the quicker we make ourselves redundant the more successful we are.

**Ideas Training requirements:** We're looking there with issues like protection of civilians, sexual gender based violence. These shouldn't be done in isolation just with police. A prime example of this especially when you're in mission, it'll be quite often be a military officer that comes into the situation where you're faced with a person who's been subject to sexual violence, something along those lines. The definitive roles of military and police put us behind the issue because the military perspective is to protect the person, get them out of the way, and that's where we go. Where from a policing we'll say well, you have to preserve the evidence, you've got to call us in early so we can start an investigation to put these people where they should be—before the courts. So there's this need when we're developing our separate doctrines to actually start talking to each other to make sure that we're contributing to each other's success under these particular important issues. So we can only encourage you to start talking about doctrine, protection of civilians, and sex and gender based violence.

## Civilian Functional Group by Mr. Nick Seymour

**Transnational crime:** It was another issue we spoke about, and we did touch on that briefly with regards to pre-conflict countries as well because the UN's actually has a transnational crime unit set up in West Africa at the moment that they're hoping to expand. The whole idea of that concept is to stop funding, to stop financing conflict situations. So if we can set up transnational crime units in the different areas or support the UN to do that, we may be just lucky enough to stop the conflict happening before it gets anywhere by stopping the finance. When you set out these types of units to make sure we get all the values set around them so they operate correctly.

**Cultural awareness:** We cannot go on about this enough. It's very important when you're going into a host country as we all know. I'm sorry I'm speaking to everybody about it, but unless you understand the system you can have a hard time having success. So we're looking at along the lines of making sure that when we go into country that we understand the legal system we go into. We all might be great police officers in the country we come from, but that's because we're operating under our own law. When we go into a new country, whole new law system, whole new corrections system, whole new justice system, you're really the new guy on the block, but you had the experience of your own operations to try and put around that, and so we've got to understand how that all works, and that culture in that as well, and that is extremely important.

Another one of the issues that we're dealing with towards the end is making sure we have a comprehensive list of all the police training institutions. Eric's actually going to help us out with that with the IAPTC. The goal is to have a document already that we can share with IAPTC blessings so we can all start sharing information with each other, networking and understanding what we've already got and that we can leverage off. Because in the current situation needs to come, it's very important we can be financially responsible, and I think that's about it for the police.

### **Civilian Functional Group, Mr. Nick Seymour:**

My name is Nick Seymour. I made the mistake of sitting down on the right of the chairperson of our group. So I'm now standing before you. As Suzanne says, one of the things that have already struck me listening to the military and the police, are the emergence of a number of common themes. So some of the things that I'm going to sort of touch on in a moment are, will create a sort of, reinforce that message, that we are identifying a significant number of common themes.

Let me start with the first point. Civilian training that takes part in peacekeeping missions is significantly different than the requirements of both the military and police. It has common ground of course, but the requirements are going to be different. So the first point that we start off is that we need to identify what the issue is and what the nature of the civilian capacity components are—what we're actually trying to do. We're trying to meet an operational requirement, to fill posts for the mission. In which case, what level are we looking at because the requirements for some of the civilian posts will differ whether you're talking about a low-level person or a more senior person? What are we training them for, and what do we want to see them doing? At the same time, we need to recognize the increasing complexity of peacekeeping and the fact that it's increasingly difficult to bring new people into a process that is so complicated because they if have come with no background in peacekeeping and no understanding, then the challenge is obviously that much greater. So that's the first thing, are we trying to train people for individual peacekeeping missions or are we trying to develop a cadre of professional peacekeepers, peacebuilders, who have that bank of knowledge and that background and who are able to participate in a repeated way on various peacekeeping missions? In any respect, we need to recognize that peacekeeping and the nature of peacekeeping is changing, and maybe the civilian group won't come third. It may be that it will come further up; maybe it'll speak first because the nature of the civilian requirement is increasing as the demands on peacekeeping missions change.

So from that starting point, the next point that we discussed is the need to be quite clear when we talk about training civilians for specific missions what strategic direction that mission is. Bear the fact in mind that after the military and the police have packed up and gone home, many of the civilians will still be there, and that the civilian requirement is there for a different timescale and the training requirements will be affected accordingly and so there has been a tendency in a number of peacekeeping missions to become preoccupied with specific issues relevant to that mission. For example, training for elections or something like that.

When actually we need to be keeping a much longer term perspective, and to do that, again, common points were emerging from the proceeding presentations—this issue of cultural awareness. We need to be sure that people being deployed on missions have not only the cultural side, but actually the institutional and organizational awareness, which is fundamental. Because I've been on both sides, and the point was already made by the General this morning. Often the military don't understand the civilians, and the civilians don't understand the military so we need to develop that cultural awareness between the respective components. But the whole organizational awareness and understanding—how the process works, how a peacekeeping mission works, how its mandates are dictated and so on—is also fundamentally important. So when it comes down to training, the questions then are: are we looking at general training for civilian peacekeepers or are we looking for specific training? In this case anyway, there certainly is clearly no one-size-fits-all solution to use in peacekeeping. Here, we need to make one clear assumption—the civilians that are coming to a peacekeeping mission are experts in their own field. We need to recognize that from the first point, we're not training them how to do human rights; we're not training them how to be political affairs officers or whatever. They know that already, they've been trained in that. That's their previous background, their previous experience. Therefore, the focus clearly needs to be on what they need to be to meet the requirements of the peacekeeping mission. In this respect, we start to see again some of the common themes just raised by the police. If they're going to be effective in that peacekeeping mission, we need to look at issues such as mentoring skills, and again this goes beyond just how they communicate. We need to also show there is an understanding of what they are mentoring for and recognize the fact that not everyone is good at mentoring. You can be highly expert in your field, and you can be the absolute most useless mentor at the same time. If you can't communicate, if you can't get it across, and you can't get the confidence that the people that you're working with at the national level, then clearly you don't succeed. So one needs to develop mentoring skills, personal skills, and the ability to be a member of the team. This was actually discussed at some length because quite clearly the whole success of the relationship between civilian members of the mission and others relies on them working as a team, not only in their own area, but also in the wider context of the mission. That raised the question of an evaluation of the importance of evaluating the members of the mission, which is done anyway, but evaluating them and feeding that back in to ensure that the standard is maintained.

Mutual understanding, again, has already been mentioned. We've got to have that, not only between the various elements of the civilian structure, but also, obviously, between the civilian and the other components. This led to a short digression onto the fact that we were talking about training civilians. Then we go onto the next level, and the fact that you can still have civilians who understand what the requirements of the peacekeeping mission are, but unless that is integrated into the whole, there are problems. Using another cliché, "it's a question of the sum of the parts." You have problems unless you actually have an integrated bit where there is training that takes place to ensure that the civilians not only understand what the military and police do, but can actually work with them. Therefore, I think one of the previous presentations mentioned the idea of a command post exercise (CPX), or whatever. There needs to be some formal mechanism to actually practice and train people beyond the level of the individual training but in the collective sense.

Then the next point that was raised was of course the importance of the gender perspective. Not only from the point of view of ensuring we have well qualified women employed within the mission, but also the issue of bringing that understanding within the mission to a whole range of gender issues that confront us today. Another aspect that arose was of course the issue of planning. This is a subject that is dear to my heart even though it wasn't me that raised it. The issue of planning and the fact that, of course, every component plans in its own way and plans for its own functional requirements. It's the same issue as the integrated training element; there must be an element of integrated planning to ensure that the functional requirements of the various civilian components are melded into one mission plan.

And then the final point that I would make is that we talked about UN mission and about training the various components, but let us not forget the non-UN elements that are going to be deployed in the mission area: the NGOs, other agencies, not actually under the UN mission but with whom the UN mission will have to work. They must also be incorporated into anything thinking or developing of civilian training. Thanks.

# Regional Group Discussions and Reports

Americas - General Jorge Pena

Europe - Ms. Dorilies Sanftenberg

Africa - Maj. Gen. Souleymane Sidibe

Asian Pacific - Lt. Col. Mustafizur Rahman



**Introduction:** The IAPTC has encouraged the establishment of regional chapters focused on education and training for peace operations. The following presentations were given by the regional representatives who discussed issues of concern from their perspective.

## **Representative from the Americas, General Jorge Pena:**

Good Afternoon everybody. I'm General Pena from Ecuador. Right now I'm the President of Latin America's Association of Peacekeeping Training Centers. I'm going to explain a little bit about this organization and then mention some points that have been addressed in these two days of discussion.

First of all, we have some historical background. The idea came up in India 2005, at the IAPTC meeting with continued discussions in Chile in 2006, in Stockholm in 2007. We created the General Assembly of the Latin American Association of Training Centers in Peace Operations (ALCOPAZ) in Argentina. We signed its foundation in 2008. Then the presidency of this organization was held by Argentina 2008-9, then Brazil 9-10, Chile 10-11, and right now Ecuador is in line for the Presidency for the period of 2011-2013. The period is two years, that is the new decision we made about this organization. It functions like this. There is a Secretary which is of the same country as the Presidency, and there are four committees: the Executive Committee, the Military Committee, the Police Committee, and the Civilian Committee. Obviously, they work in these matters and give their recommendations for these areas. The Executive Committee is right now presided over by Chile; the Military by Paraguay; the Police by Chile; and the Civilian Committee by Argentina. Each committee has a country that is supported the associated work, as you see in the presentation. Members on committees also include Guatemala, Uruguay, and Colombia. We also have approved observers and institutes that help us in our work: United States, Russia, France, Canada, South Africa, Western Hemisphere Institute for Security Cooperation (WHINSEC), and the Pearson Peacekeeping Institute of Canada.

Objectives of this organization are to promote the exchange of experiences among the integral institutions on topics related to the different methodologies of education and training; the development of standardization of procedures for education and training according to the policy of the United Nations; the creation of conditions to facilitate the flowing and efficient contact among members of the association; the strengthening of bilateral and regional cooperation; the promotion of mutual knowledge of institutional different perspectives among military, police, and civilian components that participate in peace operations; the reinforcement of contacts between different training centers into the region, as well as with universities and other groups of interest; the furtherance of conformity with a favorable environment for mutual knowledge and regional cooperation; and finally, achieving a more efficient participation of our countries in peace operations.

We have examples now. We have been working on this, and we're in fact collaborating in various missions. For example, the engineer company "CHIECUENGCOY," which is composed of a group from Chile and a group from Ecuador. It has been in Haiti for eight years now. Right now we are in the ninth year. There's, in fact, an organization of rapid-deployment force named Cruz Del Sur with components from Argentina and Chile. If you have interest in knowing how it is working, the specialists on it will tell you about this. The engineers company Lib Gral San Martin has components from Argentina and Peru.

Well, this introduction about our organization leads into the fact that the teams have been discussing in this seminar about the protections of civilians. All our associates members are fully committed on training for protection of civilians for our national pre-

deployment training. We shall highlight that the Argentinean Southeastern Conference for Public Administration (SECOPAS) is organizing an international course for training-of-trainers in this matter for this year and for next year. This activity does not exhaust the teaching of some of our country members' troops, who have been active in this regard since Bunya, since the intervention in Bunya in 2003. We have been constantly developing the most vulnerable people of this region until now. We shall continue forming this way, with the MARO, "M" "A" "R" "O" (Mass Atrocity Response Operations) theme considered as a priority issue on next period.

About gender issues, we have to understand that gender perspectives are inherent to all Latin-American country-members of ALCOPAZ. These considerations are fully recognized in all legal bodies and our constitutions and are reflected in our social environment. Despite functional constraints and a stricter initial balance, gender is not fully reflected in our military organizations. But we all are walking in this direction.

Electronic or E-learning has been discussed also. An educational aspect to be raised is that in open possibilities of use, distance training has been used in both Uruguay's National Peacekeeping Operation School, which allows eventual trainers to be taught without the necessity to leave their duty station on bases of United Nations DPKO. Well, this military training is a base that allows us to be part of different staffs in United Nations, and it is important that Staff officers will have this tough course because the Staff Course in the Military Training helps you perform the duties that you have to perform in United Nations peacekeeping operations.

Well, that is the presentation about our region, South America, and its associates, ALCOPAZ, Thank you very much.

### **Representative from Europe, Ms. Dorlies Sanftenberg:**

Ladies and Gentlemen, my name is Dorlies Sanftenberg. I come from the Center of International Peace Operations (CIP) in Berlin in Germany, and I'd like to introduce to you what we are doing in Europe in the field of civilian crisis management.

The starting point of all our actions, of all our training in Europe on the civilian side was a call for professionalization ten years ago in the Brahimi Report. Since then, the European Union (EU) has invested a tremendous amount of money in civilian crisis management. Since 2003, there have been twenty-three EU missions, Common Security and Defence Policy (CSDP) missions. Nine of them are still ongoing. So to respond to the increasing demand of civilian experts that means in quantity and to the requirements in quality. CIP together with their colleagues from the Folke Bernadotte Academy, from the Crisis Management Centre (CMC) Finland and together with our colleagues from the Scuola Superiore Saint Anna, Pisa have founded a loose network of European training institutions dealing specially with the civilian aspects of crisis management. In the beginning, in 2002, in 2003, we developed a large range of training courses, specialization courses, core courses, as we called them, and set a certain kind of standards in terms of content and methodology. Speaking of standards, we have revised our programs at regular basis, and came to a point that we said okay what it is actually about setting standards. It's about the input or about the output. For us, it's more important to have a way to evaluate training. What are the real criteria for having conducted a successful training?

In 2010, a new project was 80% funded by the European Commission. That is Europe's new training initiative for civilian crisis management. CIP is the leading institution, and we work together with 12 other European training organizations. With the main focus put by the EU on pre-deployment training. The EU considers the training of staff that are really going to be deployed as most important. So we are going to have seventeen pre-deployment trainings within these two years and seventeen specialization courses. Our pre-deployment training is open to contracted staff and to seconded staff. Seconded staff are mainly paid by the European member states and are going to EU missions. The challenging issue is the recruitment process and the coordination of national and European processes in getting people deployed. It takes about three months in the European Union for civilian staff to get deployed, and this is sometimes very challenging because there's only little time for preparing them appropriately.

The second column of our enrichment project is the standardization and certification. We have updated our programs, and we continue to do so. I talked about that beforehand. The third one is that we're going to have in February a good practice and lessons

learned workshop. The DPKO and the Office for Security and Cooperation in Europe (OSCE) will be part of it so we have a good exchange of experience. The last column of the project is that we will develop a handbook. We are in the process of this. The handbook will be handed over to all civilian staff going to be deployed in CSDP missions, covering all the legal texts, all the mundane questions, and giving some very helpful tools on how to deal with civilian crisis management.

Thanks a lot for your attention.

### **Representative from Africa, Maj. Gen. Souleymane Sidibe:**

Brigadier General Abul Basher Imamuzzaman, IAPTC president; Major General Martin, our host; distinguished delegates, members of IAPTC; dear colleagues; ladies and gentlemen. I thank you for giving me the opportunity to address this distinguished international gathering. I am honored to be here with you all, and join others in offering my sense of thanks to the kind hospitality accorded to all of us.

I stand here wearing two hats. One is for Ecole De Maintien De La Paix, which means "peacekeeping school," of which I am the director, and the other one is the African Peace Support Trainers Association (APSTA), of which I am the President. I thank you very much.

Last month, my institution was elected to have the presidency of the association at the annual general meeting that was held in Cairo in 26 and 27 October 2011. The annual general meeting discussed a number of items including the location of secretariat offices, the financial status of APSTA, fundraising efforts, outreach policy, and several other issues. I would like to give a brief report outlining these issues and describing the progress APSTA has made over the past year.

The most significant achievement has been the establishment of a new secretariat office in Nairobi, Kenya. The secretariat moved to Nairobi from its former base in Addis Ababa on 1 January 2011. After five months of being housed in temporary offices and several months of construction work in a new site, a permanent base has now been found. The new offices have been established and are in use. APSTA, therefore, has a base of its own, and it is no longer dependent on the generosity of a member institution. It is now in the right position to expand its membership and its range of activities as a fully independent association with its own identity and its own resources. We thank the Canadian government's Department of Foreign Affairs and International Trade for the funding for the office of the APSTA secretariat in Nairobi.

The second major achievement that I would like to highlight is the successful fundraising that has been carried out over the past year. Thanks to the efforts of secretariat staff and APSTA members, we were able to secure funding from various donors. The good response from donors, I believe shows that they are interested in the work that APSTA is doing and are prepared to support our association financially. We thank them all.

Our third significant achievement has been the progress we have in consolidating our relationships with the African Union (AU), a key partner of APSTA. There are two indicators that show we are making progress. Firstly, the AU Peace and Secretary Department has given its full support to our proposal to access EU funding for African training institutions, which APSTA will obtain by 2012. Secondly, the African Union has indicated that they are open to strengthening the relationship between the AU and APSTA, which may include revisiting the memorandum of understanding that was signed. I think these items represent a significant confidence in APSTA and support for its missions and work.

The fourth area of achievement has been our outreach efforts. APSTA signed a memorandum of understanding with Europe's newest training initiative entry for civilian crisis management. This kind of partnership will be vital for APSTA as it will create an opportunity for cooperation with European training institutions. In addition to this success, we have started to develop strong working relationships with international training institutions such as the International Institute of Humanitarian Law, the Austrian Study Center for Peace and Conflict Resolution, among many others.

With its new office, staff and funding, APSTA has been able to organize some activities that walk towards achieving its strategic goals. The GEMAC, a crisis management course, which was held in Cairo in October is such an example. It was jointly organized by APSTA and the ICT for Peace Foundation, both other European training institutions and APSTA members were among those being trained. The course was a pilot designed to introduce stakeholders in peacekeeping training to the GEMAC course, which is being developed. It was, therefore, an important event for APSTA to be a part of as it brought together different training centers as well as other stakeholders such as DPKO for a discussion about training needs. In addition to the GEMAC course, there was a meeting in Dar-es-Salaam, Tanzania to discuss standardizing and harmonizing curricula for civilian personnel in police support operations. I hope there will be further activities that work towards harmonization. As you can see, APSTA has made significant progress towards achieving its strategic goals. There remains, of course, a lot of to be done. The use of enlargement is a critical one that we must deal with in addressing our original imbalances. At present, we have no members representing the Economic Community of Central Africa States, which is something we have to remedy to build a reputation as a diverse association that represents each of the five regions of Africa. We are seeking ways to find sustainable sources of funding to safeguard our achievements and to allow us to plan strategically.

Finally, we must empower our secretariat with the necessary human resources to develop its activities and to build partnerships with regular international stakeholders. This will be possible through various donor support and cooperating partners. Finally, I would like to once again thank the organizers for their kind hospitality, accorded to us all and wish this conference successful deliberation. I thank you.

### **Representative from Asia-Pacific, Lt. Col. Mustafizur Rahman:**

Distinguished ladies and gentlemen, good afternoon. I know after lunch it is very difficult to deliver a speech, but I'll try my very best. First of all, last night I spent my time preparing remarks on the AAPTTC, the Association of Asia-Pacific Peace Operation Training Centers. In the morning, I found that some of the contributors are missing under this umbrella. We're to go for some kind of discussions, and I tried to add those points in the slide. Maybe I may miss something, but I will read off from my handouts.

The Asia-Pacific region provided more than 43% uniformed peacekeepers in last year. Then in this year China conducted the training-of-the-trainer courses with the active support of ITS. They also conducted a senior leadership course, a police training and then police refresher training course. Additionally, they conducted an Association of Southeast Asian Nations (ASEAN) defense ministers' planning meeting. The next meeting will be held in Wellington, New Zealand from 21st to 23rd November. The AAPTTC has been active with a number of nations. In case of Australia and the China, they have active training cooperation in the field of peacekeeping operations. The Philippines have increased their deployment in Golan Heights, and in other mission areas, and with the Indians, they conducted an inter-regional Command Post Exchange where 36 countries participated.

Now we'll cover the aspect of AAPTTC, it was formed on 28 June 2009 in Dhaka, Bangladesh, and the member countries of AAPTTC provided 30 percent of total uniformed peacekeepers in 2010. Presently the Bangladesh Institute of Peace Support Operations Training (BIPSOT) is secretariat of AAPTTC. The purpose of AAPTTC is the following. In the framework of the UN there are conceptual objectives referring to the execution of measures for the cooperation in peacekeeping training. AAPTTC is created with the purpose to promote a better efficiency and efficacy in the personnel preparation appointed to make those operations. The objectives are to promulgate an understanding of training standards deployed by the UNDPKO and ITS; to encourage their adoption; to promote the exchange of information and experiences among the training regarding different training activities; to facilitate the ability of peacekeeping training centers to dialogue with each other as a matter of routine; to facilitate the efforts to harmonize doctrine, training, and research efforts of various members; to identify emerging UN training requirements flowing from relevant policy matters; to enhance effective cooperation and networking between different training institutions in the region; and finally to promote understanding of the different institutional perspectives and organizational cultures present among military, police and civilian components in peace operations.

These are the members of AAPTC. Japan and New Zealand are yet to be added as members, but they are at present as observers. We hope that the number will increase and thereby in 18th IAPTC conference in Finland there will be additional members from the Asia-Pacific region.

I hope that countries like China, and those who are left, they'll soon join under the umbrella of AAPTC, and they'll become mindful of AAPTC presentation in 18th Annual Conference. The 3rd AAPTC Commandant's Conference and Annual meeting was held in Jakarta, Indonesia from 12-14 July 2011. And the theme was "Strengthening Peacekeeping Through Community." The conference concluded with a joint declaration, which was signed by the commanders of the AAPTC, and it is available on the website and in hardcopy. Through the joint declaration, it was agreed to create some kind of publication in peacekeeping training, and the task was circulated among the AAPTC and other members, to develop an email distribution link for the member institutions, to post on the AAPTC web portal, and to conduct a conference call among the commandants before any meeting. Members will examine opportunities for instructions and student sharing interactions in any case proposed by any institution. Also, it was agreed that in 2012, we'll have some kind of distance learning system and that we'll also be able to change our instructors among these institutions so that if you're sitting in Thailand, you may take a class in Bangladesh, online. This will save resources like funds and travel. So we're also planning on this and we can contribute in that aspect.

We are also very involved in training activities with the active support of Global Peace Operations Initiative (GPOI). Recently, they added a sponsor capstone exercise named Ayara Guardian 2011 that was conducted in Thailand from 13 June to 01 July 2011 with a focus on a multi-platoon field training exercise and a Command Post Exercise.

GPOI and the United States Pacific Command (USPACOM) sponsored a capstone exercise named SHAMTI DOOT in Bangladesh. Two such exercises were previously conducted in 2002 and 2008. Our next exercise is scheduled in March 2012 at BIPSOT. During the exercise, there'll be a field training exercise (FTX), and a staff exercise will be part of that. The FTX will be conducted from 1 March to 21 March 2012. On 8 March an opening ceremony will occur, and it is expected that our honorable prime minister will inaugurate the session. We're also inviting higher officials from the UNDPKO to attend. Twelve platoons from nine GPOI and two non-GPOI countries are likely to participate, and these platoons will be trained through six lanes, and also this time we'll included one lane which is related to the Civil-Military affairs (Civ-Mil).

In the staff exercise to be conducted from 8 March to 21 March 2012, Ninety-six officers from 19 countries are planning to participate. The operational, planning, logistical, and civilian branches of a mission force headquarter will be practiced. We would like to extend our invitation to all the members of IAPTC. You can come to the website, and you can request to join this exercise. We hope that it will be a major event that will involve more than one thousand participants. With the active support from USPACOM, we will have a successful exercise. Thank you very much.

# Special Training Items

Moderator - Ambassador Shalaby

Harmonized Approach to Training - Dr. Annalisa Creta

Protection of Civilians - Ms. Amy Rosnell

Japan's Efforts in Evolving Peace Operations - Minister Kazutoshi Aikawa



**Introduction:** The following Special Training Item presentations were requested by the IAPTC members and provided during a plenary session by a distinguished group colleagues.

## Harmonized Approach to Training by Dr. Annalisa Creta:

Thank you Ambassador Shalaby. Thanks everybody and good afternoon. My task is quite difficult because I am going to speak this late in the afternoon so your attention is going down, so I will try to be short but effective. The title of my presentation is “Training Personnel for Peace and Support Operations.” Moving towards a harmonized approach I will build on some of the concepts that have been floated around in the conference room between yesterday and today, and I will try to build on it and set them in context.

I am going to briefly focus on why organization of training standards is a critical issue today. I am going to speak about harmonization and what that means. I am going to try to find reasons for harmonization training, and I am going to focus on what has been done so far. Then I will leave you with ideas, food for thought, and tools for action. Then I am open for discussion and question and answers. Refer to Figure 1, Slide 3 below.

## 1. Harmonization of training standards: a critical issue

- The United Nations, the European Union, the African Union, the OSCE and other relevant stakeholders **work next to each other** in conflict and post-conflict scenarios.
- Their relationship spans from the **mere fact of operating in the same environment** to joint cooperation through established partnerships.
- **There is a high level of mobility of personnel (e.g. civilians)** working in field operations. In their career they are used to work for several IGOs.

FIGURE 1, SLIDE 3

Why is the harmonization of training standards a critical issue? Well, we have seen that the UN and other actors, primarily regional organizations: the African Union, the Organization for Security and Cooperation in Europe and other relevant stakeholders; work next to each other in conflict and post-conflict scenarios.

Their relationship spans from the mere NGO cooperation in the same environment to joint cooperation through established partnerships due to the fact of working side-by-side in a comprehensive scenario. The results depend upon a high level of mobility of personnel between missions and organizations. I am referring to all officers—they are used to working in all international organizations. So training can be a tool to promote understanding and compatibility of approaches to work within organizations. Setting and improving quality standards with the current support and with a coordinated response to get the current preparation of personnel in the field. These in turn would contribute to the quality of the work being done at the ground level. Of course there would be better quality and better coordination, which would keep the strength and the credibility of the organization on the ground.

What does harmonization mean? I prefer to use the word harmonization instead of standardization because it gives the idea of moving forward to a common approach to training but giving certain leverage to training organizations that provide to us training standards through beneficiaries or a client approach. When we speak of harmonization of training we are referring to the three-pronged dimension of harmonization. Harmonization is a concept festival—when we take the United Nation reports and resolutions and recommendations, we see that the UN has been calling for streamlining its policies in various endeavors, including human resource management skills, development, and training. It is always using this harmonized approach. It is also a strategy that can trigger cost-effective actions towards the optimization of resources of diverse actor cooperation in the same contexts and scenarios. It is also a tool that is an instrument that can be pivotal to interchange, cooperation, interoperability, or better compatibility. Refer to Figure 2, Slide 4 below.

## 2. Harmonization: what does it mean?

- It's a **concept** the UN has been calling for to streamline its policies in various endeavours including human resources management, skills development and training.
- It's a **strategy** that can trigger cost-effective actions towards the optimisation of resources of diverse actors operating in the same contexts and scenarios.
- It's an **instrument** that can be pivotal to interchange, cooperation and inter-operability.

FIGURE 2, SLIDE 4

So, and then the third question Why? Why are we talking about harmonization in training? First of all the aim is to foster coherent common approaches and working methods and to enhance the understating between stakeholders working on peace support actions. Why harmonize in training? To facilitate interchangeability and interoperability of personnel among organizations' missions and to ensure that the impact on the ground is effectively coordinated and successful. Again to promote sharing of resources across training institutions and lead to the development of a pool of recognized trainers. Finally to ensure that training is built on lessons learned and best practices from across the sectors leading to greater cost efficiency and use of capacity in the delivery of training. Similar standards are critical for the success of training of personnel in crisis-related issues. Common training standards for organizations trigger compatible approaches toward the development and management of knowledge and skills that improve the work that peace support operations carry out. Compatible standards or harmonized standards support the widening of a pool of personnel trained to recognized quality levels that would ease mobility between institutions. If today I am serving under the EU and I receive training, tomorrow the same training would be useful to work under another institution. Development and skill undergone with one training provider would be recognized by another, reducing unnecessary duplication of training.

But let's go and ground the reality of what has been done so far in the field of organization of training standards. I am going to be short because many things have already been said, particularly in regards to the UN level. So I am just giving you a snapshot of what has already been said. At the UN level, there have been various recommendations towards a harmonized system-wide approach to training. Starting the report on United Nations system-wide coherence entitled "Delivering as One" is a call for updated and harmonized human resources policies and practices, including staff skills development and training. At the UN General Assembly level there have been resolutions that call for system-wide coherence putting emphasis on the need for a more harmonized approach for training. Again, to report on the peacebuilding in the aftermath of conflict, the Secretary-General stressed that the United Nations secretariat will work with roster leads to facilitate the development of common standards training and guiding principles. The result of the strategic assessment carried out in 2008 shows the need for harmonization of pre-deployment and induction training. Refer to Figure 3, Slide 10 below.



We have heard all these things from Kevin Kennedy and from others from the DPKO. But again the CivCap Report that we heard about this morning stresses the importance of better systems and standards of training when the development of the quality certification of training programmers for civilian deployment. In a way it contains a vision, a concrete roadmap that could further the discussions over the need, feasibility, and benefits of harmonized training standards. Recommendation 10 of the CivCap Report, is in my opinion, a concrete road map to fostering an agenda forward to a harmonized approach to standards. These are the key points highlighted in recommendation 10 of the report. The standpoint that we need to know is where do we need skills? The first action is to define the standards for training the skills, create a certification mechanism to ensure the quality of training, then enable peacekeeping training centers to better deliver civilian training. Develop global knowledge networks and leverage centers of excellence.

This is a concrete visionary roadmap phased approach to reach harmonizing training standards at the United Nations level. Indeed at the European level, we have had some good practices to share in harmonized training. The European Group on Training (EGT) has pioneered a comprehensive approach to developing a standard for civilian crisis management training.

What is the standard for civilian management training? Basically we have agreed on a basic framework methodology to provide a standard training curriculum meant to insure strong synergy in the program development. Fourteen standardized training modules for 14 courses (core and speculation) have been developed and approved, 68 training programs for civilian aspects of crisis management have been organized. This framework methodology is based on elaborate knowledge within the target group of potential trainees. The level and timing of training is linked to specific tasks that trainees need to perform while on mission and then on the evaluation of training, meaning the appropriateness of training curriculum for the trainees and the methodology. These are the components of the training methodology that we developed in a comprehensive approach developing a standard for civilian crisis management.

The work that we have done is available to use for all the training community and is freely accessible on the website of the training network. What is the format of this training curriculum? Basically, we have a course concept, which is composed of an introduction, target groups, the overall objective (including present situation and methodology), general background, modules, and subject areas (with identified learning objectives that are essential and desirable). Then we have the draft course program which indicates: subject, lecturer, and indication of function, i.e. operational unit, modules, and learning objectives. Basically this is a flexible model. As Dolly was saying, we focus on outputs and we leave training institutions free to play with the concept to reach that output.

The harmonized approach focuses mainly on the harmonized training objectives. The concepts are not written in stone. They are flexible to be adapted and tailored to the training audience, and how it is most beneficial to the users. This whole exercise has been based on some key essentials. First, those standards are developed after the training needs assessment. Second, they are always performed after prior research on the relevant issues. Third, they are transferred to crisis-effective settings related to mission realities and are focused on people in some cases. They are a living product, meaning that they are flexible, adjustable and can be dated and changed according to changing needs and realities. They are also constantly updated on the basis of trainees' evaluations. Training impact evaluations are something that we are still working on because of evaluation being a very sensitive issue. We are trying to measure the impact of training —the other element to really make this a living product.

Nowadays there are about 15 active training providers organizing courses based on the EGT Course Concepts within the EU member states. We have also developed a system for quality assurance and have developed a system of certification including monitoring and evaluation for core and specialized training programs that also has been put in place called specialization training programs. What is the goal of the certification mechanism we put in place? To have a certain EU capacity of pre-deployment, well-trained civilian experts to ensure similar and coherent knowledge on civilian crisis management across Europe and to encourage a better harmonized training approached by different European providers.

How is this certificate system structured? We have a list of courses for certification, basically all the courses of which we have a concept. There is a tactical procedure then an evaluation, including both a desk review of the application and a peer review of

the application. After the technical evaluation by a tactical working group, there is the proper certification where we have created this label—the C3MC EU civilian management course. So far some 15 courses have been certified, and basically the certification procedure is run by one of the M3 partners. Under the certification procedure, there were 14 categories that you can choose from one core foundation course and 13 specialization courses, from rule of law; to human rights; to democratization and good government; to medical development and cauterization; to disarmament, demobilization and integration; to civil administration; to public information. We are able to certify courses in these areas. Europe's New Training Initiative for Civilian Crisis Management (ENTRI) is following up on EGT results, and last October we met in Berlin to review and update the new training concepts. Dating and elaborating will be available for consultation and news. Refer to Figure 4, Slide 14 on the next page to see the 13 specialisation courses.

In other regions of the world similar work is being carried out. Here I am just flagging what is being done in Africa. Minimum standards for training have been set, and the African Standby Force (ASF) training policy states that training should be designed and conducted with due consideration of the ASF doctrine, AU guideline, UN Standardized Modules, and any other relevant AU and UN documentation. At the regional level, they have been carrying out exercises to streamline and harmonize training standards. For instance, in 2008 there was a big workshop in Kampala to focus on harmonized training. Also the South African Development Community (SADC) has been working on standardization of several training curriculum. Also work is on going with APSTA to contribute to the standardization of training curricula of the ASF. In April, there was a workshop in Dar-es-Salam by ASF training with special consideration of protection of civilian training in Africa. APSTA puts a strategic plan that sometimes talks about the strategic issue that matches up to the meeting standards, quality control, and assurance they are working towards having harmonized training standards and also start talking about training recognition. The Dar-es-Salam workshop I think was aimed at people to start a discussion and to start working on a specific training curriculum on protection of civilians.

To conclude here is some food for thought. We have been talking a lot about harmonization of training that is universal/unilateral at regional levels. It would be a year before taking stock and figuring out what is going on with the standardization or harmonization of training, even in functional areas: civilian, police, or military. So the one idea that I am proposing to you is to start thinking about broad-scale mapping for taking stock of existing efforts in the field of harmonization of standards for civilian training. Yesterday Kevin Kennedy was saying that ITS is open to receiving ideas of what is going on in terms of training and development of curriculum. I think that a stock-taking exercise and map-taking exercise would really be a good tool to have to have an idea of what's going on and who is doing what. I think that this situation is well placed to run a recording of efforts in the field of harmonization of training standards. Again the same could be done for reconnaissance of existing mechanisms for training recognition certification. Let's take stock of what is going on to avoid duplication of the UN. The CivCap Report is talking about, let's see what is already happening on the ground, at the regional level, and at the sub-regional level and even building upon what we have already learned, building upon lessons learned and the best practices that are there. Refer to Figures 5 and 6 on page 69.

I think that we should start taking stock in what we already have in order to avoid duplication of efforts and also to strengthen ties towards the development of common standards. Again another set of ideas is to build bridges.. This may already be an ambitious proposal, but at the UN level you have interagency working groups on specific training issues. So the idea could also be one of having different representatives of the training community jumping in the discussion of setting of minimum training standards benchmarks in specific areas. Again this is another proposal for us to think about, the appointment of focal points/references and harmonize activities within each training network. It would be ideal to have a focal point within each regional training network, which could really take up this stock training exercise to see what is being done in each region towards the common approach of training. With that I thank you, and I am open for questions.

# Europe

Under the Certification procedure 14 Courses can be so far certified:

1 Core Course

13 Specialisation Courses

- Rule of Law
  - Human Rights
  - Democratisation and Good Governance
  - Media Development
  - Child Protection, Monitoring and Rehabilitation
  - Disarmament
  - Demobilisation and Reintegration (DDR)
  - Reintegration of Ex-Combatants
  - Conflict Transformation
  - Civilian Administration
  - Mission Management, Administration and Support
  - Press and Public Information
  - Civil-Military Coordination 
- ENTRI (new EC-funded capacity-building programme initiated in early 2011) is following up and building upon EGT results. Last October a revision and update of existing curricula has been carried out. [ENTRI](#)

FIGURE 4, SLIDE 14

FIGURE 5, SLIDE 16

## What's next: Food for thought...tools for action



### Stocktaking

**Proposal 1:** Broad scale mapping for taking stock of existing efforts in the field of harmonisation of standards for civilian training.

**Proposal 2:** Reconnaissance of existing mechanisms for training recognition/certification.

FIGURE 6, SLIDE 17

## What's next: Food for thought...tools for action



### Build bridges

**Proposal 3:** Establishment of an Inter-Agency WG (including reps of the Training Community) with the mandate of setting up minimum training standards and benchmarks for quality control/assurance, certification and accreditation.

**Proposal 4:** Appointment of focal points/reference persons on harmonization activities within each training network.

## Protection of Civilians by Ms. Amy Rosnell:

Thank-you Ambassador and thank-you everyone. As many of you would be aware the Asia Pacific Civil Military Center of Excellence and the United Nations Institute for Training and Research have partnered together to make a documentary on the protection of civilians (POC) titled "Mandated to Protect." Hopefully many of you would have visited our stall at the Ideas Bazaar last night and would have taken a piece of the documentary with you. However I would like to take this chance to talk to you about this documentary in just a little bit more detail and to also screen a small portion of the documentary. It's only 15 minutes long, so don't worry. The making of this documentary was no small feat. This year an Australian traveled around the world, to New York, Geneva, Banbar, and the exotic Canberra, interviewing international leaders, police, military personnel, and civilians for a range of organizations including, the United Nations, African Union, the International Committee of the Red Cross, and NGOs.

It is unfortunately that Izumi is not here. She and others spoke on what protection of civilians meant to them. They spoke about the importance of making a difference. They spoke about the international community's ability to protect civilians. They spoke about the need to understand the responsibilities of these actors, the need to utilize these valuable recourses, the need to create new thinking and become more flexible and adaptive in the field. They raised the need to acknowledge the successes, recognize the mistakes, and make sure that protection of civilians lasts into the future. Indeed many of the issues that we have been considering for the past two days. The result is what I believe to be a one of the kind documentary that is a central repository for current thinking on POC. Not sure what happened to my PowerPoint but I will go on anyway. Refer to Figure 1, Slide 2 below.

So why a documentary on POC? This is usually one of the first questions asked our audience today familiar with the development of POC over the past decade. We are all aware that the United Nations and the Security Council has increasingly mandated the protection of civilians in peacekeeping operations, and we now recognize that the POC is a core responsibility for peacekeepers. However, transforming our formative beliefs in the importance of POC to the field has not been without its challenges. The

FIGURE 1, SLIDE 2

## WHY A DOCUMENTARY ON POC?

Over the past decade, the United Nations and the Security Council has increasingly mandated for the protection of civilians in peacekeeping operations.

The experience of more than a decade of POC has both identified the need for targeted training of peacekeepers, and the accumulation of knowledge and expertise on which training programs can be built.



## Special Training Items - Protection of Civilians by Ms. Amy Rosnell

experience of more than a decade of POC has both identified the need for targeted training of peacekeepers and the accumulation of knowledge and expertise on which training programs are built.

Much has been done in the way of education and training resources to ensure that, peacekeeping missions and peacekeepers themselves are prepared for the nature of challenges facing them—many of which have been the topic of discussion at this conference. This is where we see our documentary fitting in. So what is the purpose of the documentary? The documentary is not to provide an individual a separate training course on POC. It is the hope that the documentary will help with future pre-deployment training courses. To be used as an educational tool to provide an introduction to POC for peacekeepers and other actors on the field. For example the documentary will be integrated into United Nations Institute for Training and Research's (UNITAR's) online training course. In our view, the documentary is a good place to start. See Figures 2 through 4 below.

Who is the target audience for this documentary? The thought on this is quite varied. Initially, we tried to create an educational documentary that would be solely used for pre-deployment peacekeepers. However about halfway through, the project we realized that the documentary would be better for a wider audience—not only peacekeepers, police, soldiers and civilians but also humanitarians, students, academics, educators and people that are generally interested in POC. The documentary has been divided into 6 chapters. Chapter 1 looks at what is POC? It considers who the civilians are? Who are we protecting them from? Why do peacekeepers need to protect civilians? Chapter 2 looks at the international legal bases and outlines the primary sources of law the POC mandates depend on including international humanitarian law, treaty law, military law and domestic law. This chapter also discusses the rules of the international criminal court and the legal obligations of peacekeepers.

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### WHO IS THE TARGET AUDIENCE FOR THE DOCUMENTARY?



FIGURE 2, SLIDE 4

# CONTENT AND MAJOR THEMES

FIGURE 3, SLIDE 5

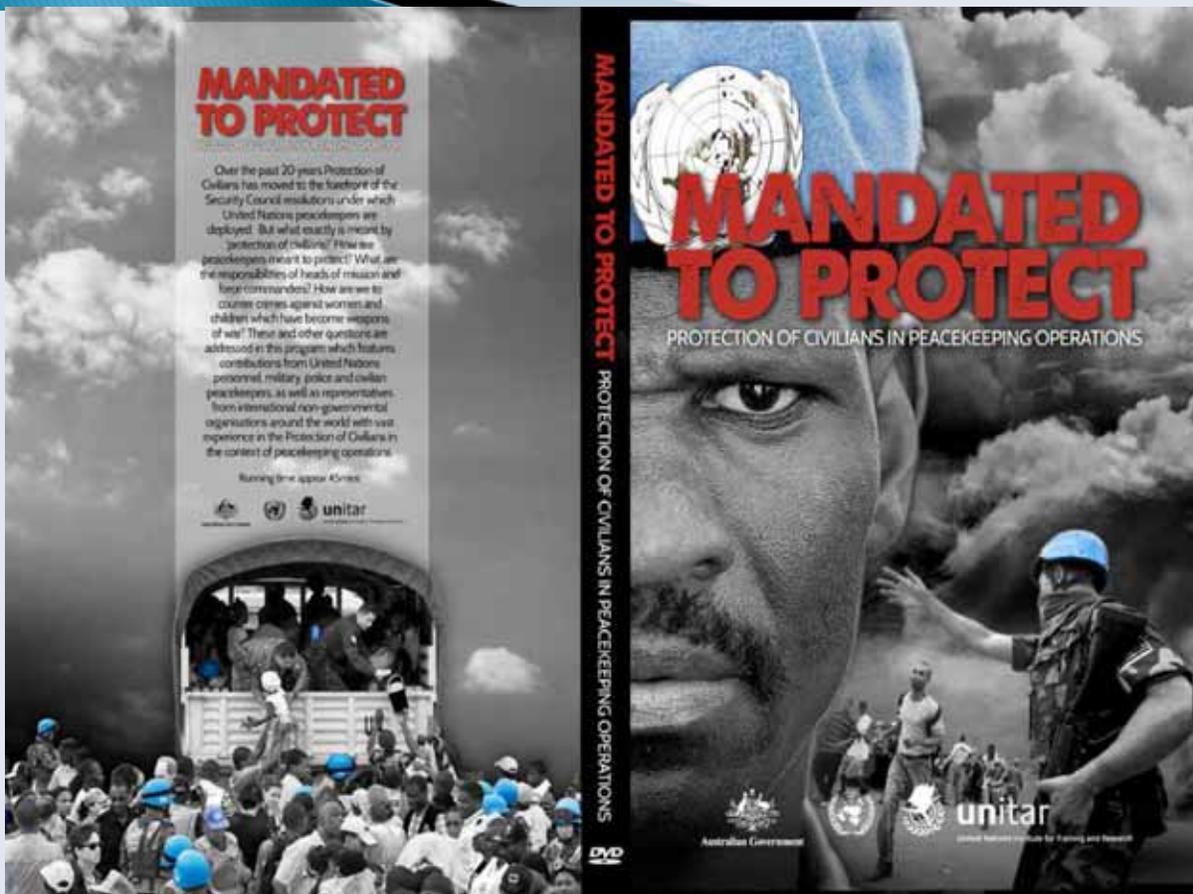
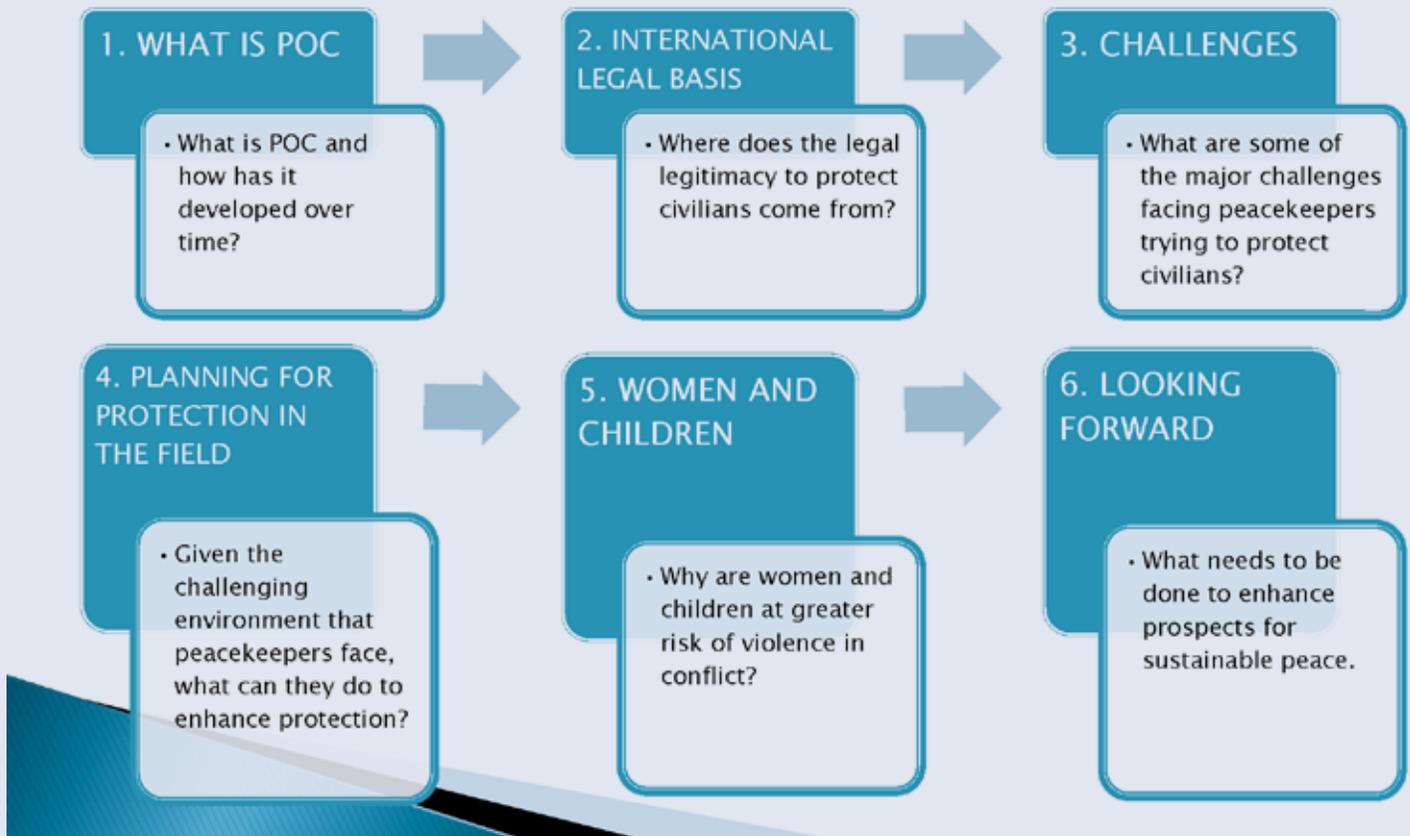


FIGURE 4, SLIDE 6

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### **Japan's Efforts in Evolving Peace Operations by Minister Kazutoshi Aikawa:**

Thank you Madam Ambassador. Before touching upon the subject, I see so many friendly people in the hall. I just want to say how grateful I am for their efforts. In this case, of the people in the community and, particularly, the people at home. The great work that the people have done to overcome our great tsunami and earthquake in the part of Japan. Japanese's Self Defense Forces have done a great job. I remember Operation Kamatoshi, which means friendship in Japanese, by U.S. military personnel. We also remember all of those in Afghanistan who have come forward and offered us a helping hand you know reach deep into their pockets to help us. In the business of international corporation, we mistakenly, I think, tend to think of ourselves as giving. The moment of truth that came was there is no such thing. We are on the same end so that is some bearing on what I am going to say today.

First of all, as you know UN peacekeeping operations have daunting challenges. We have this financial crisis bearing down on our budget quite heavily. At the same time, as you have seen on the screen, the UN peacekeeping operation has to deal with the protection of civilians; security reform; disarmament, demobilization, and reintegration (DDR); and, of course, nation-building of project states. So we have to deal with these things with less resources. These days the atmosphere is not very kosher. They are quite divided actually. Troop contributing countries (TCCs) need more money for their contributions to peacekeeping operations. At the same time, the developed countries also need more money.

At the same time, the film shows, we have returned in task with less financial resources. What are we going to do about it? We believe that from our experiences in Japanese peacekeeping operations during the last 20 years there are two factors. Of course, there are many factors to do things more effectively. One is what we call partnership. Partnership means two things. One is basically to coordinate different stakeholders in our governmental system and out of the government. Also partnership means the partnership with people on the ground. At the very beginning, as I said, we are on the receiving end with the peacekeepers. So I just would like to give you some practices that I think will be useful from our experience with 20 peacekeeping operations.

First, as I said partnership is within our government. It is not only peacekeeping operators who have been contributing, but other state actors on the ground, such as people which we are find with in regional operational development. Also there are NGOs and other people from international organizations on the ground dealing with human rights efforts. When we send peacekeepers

## Special Training Items - Japan's Efforts in Evolving Peace Operations by Minister Aikawa

within UN defense forces to countries we try to coordinate as much as possible within that government to help our self defense forces work more effectively, I just want to give you one example. In Haiti, for example, coordination occurred with the self defense forces. An engineering unit cleaned up, and the ADA Corporation people who came in and constructed standing pipes, dug wells to provide running water. So coordination makes the work of peacekeeping operations more effective and more efficient. Now the Japanese government is preparing to dispatch the Japanese Self Defense Forces engineering company to south Sudan—basically a nation-building operation.

We are sending an engineering unit but also, we are sending some people there, and many Japanese NGO people to show that there is a coordinated approach to nation-building. I think that this is something that we are proud of. Secondly, to successfully implement the mandate ownership is very critical. I think that Japanese Self Defense Forces, particularly their objectives, do not always show off the achievement they have made on the ground but just win the hearts and the minds of the local population. For example, in the Middle East, they went to Iraq and they tried to show as much respect as possible to locals and local customs, particularly religious customs. They are all educated and this may sound a little bit superficial, but they are encouraged to grow beards when they are there deployed because most of the people male population in the Middle East tend to grow beards, and we wanted them to be mix into the larger population on the ground.

You may find it, as I said, a little bit superficial, but I go over this debate about form and substance. That might help win the hearts and the minds of the population. Why not? Also another example is that we just try to make friends. You know growing a beard may be one way, waving hands whenever they go out to kids and trying to mingle might be another. This is just a part of their strategy to integrate themselves into larger populations to that win hearts. I think that as I said Japanese Defense Forces are very proud of, not necessarily what they have done in the terms of bridges or the railroads they have created, but the memories that they have made with local populations. I think that these two aspects are great features that our Self Defense Forces adapt to in order to be more effective on the ground. So we will continue this in Haiti and South Sudan as well.

The last part has to do more with my public relations message—what the Japanese government is doing in terms of capacity building in the area of peacekeeping operations for the Asian Pacific Region. Japan co-hosted the GPOI course in 2009 and then again this December. We are training candidates for future peacekeeping operations. Particularly a mandate in mission building. The course was designed based on Senior Mission Leader curriculum developed by the UN in terms of UN guidelines. For the participating countries, mostly Asian-Pacific countries, are hoping to continue to host the SML courses in Tokyo every two years. We are proud to say that the present force commander, Head-of-mission Major General Natalio Ecarma of the Philippines, is a graduate of the courses we hosted in 2009. With regard to capacity building for the civilians, Hiroshima Peacekeeping Center conducts courses for human resource development in Asia for peacebuilders, in cooperation with the UN volunteer program. This program has been going on since 2007 with the financial support of the U.S. government.

Secondly we support the Peacekeeping and Training Center in Africa, and, as I said, ownership is critical for us. We hope we will be able to help Africans to better help themselves in terms of peacekeeping and peacekeeping takings. Towards this we have sent 7 Self Defense personnel, 19 civilians, some lectures and other course material to training centers and courses being offered in Africa. Financial support has also been provided.

Thirdly, I will mention the Japanese defense ministries. We inaugurated a Japanese peacekeeping center this March. From 2012, this center will launch courses such as policymaking and the deployment of peacekeepers based on UN standard materials. We have a plan to conduct the courses not just for Japanese defense forces, but for other government officials and other NGOs. I know there are some people from the Japanese defense ministry here, but I hope that the center will be able to train military from other countries in the future and civilians as well. So these are the things that we have done, and these are the things that I hope will be of help to peacekeeping operations. Thank-you

# The IAPTC Association Dinner

Guest Speaker Dr. James Schear  
Deputy Assistant Secretary of Defense,  
Partnership Strategy and Stability Operations



Thank you General Martin for welcoming us so warmly to Carlisle and for hosting this important event. I'd also like to express my deep appreciation to General Oman for your stellar service as President of the IAPTC, and, last but not least to Colonel Crofford for all the excellent work that you and colleagues have done in preparing the ground for our discussions.

After more than half a century, UN peacekeeping continues to be a commendable work in progress, but it faces huge ongoing challenges. Back in 2009, President Obama gave special attention to UN peacekeeping at the opening of the UN General Assembly's 64th annual session when he met with his counterparts representing the UN's top ten troop- and police-contributing countries. It was a very memorable event -- featuring a highly substantive dialogue on peacekeeping among eleven very busy heads of state -- that triggered much applause among us back-benchers as well as our very grateful UN colleagues. It also set the stage for a more proactive U.S. posture in support of our shared interests in the global peacekeeping enterprise. In my remarks tonight, I'd like to offer some thoughts on three key questions: First, what is the state of health of the peacekeeping enterprise? Second, what are the key "supply side" challenges facing UN peacekeeping? And third, how does the U.S. seek to engage and support international peacekeeping efforts?



## Peacekeeping's Requirements

As we look broadly across the vast expanse of global peacekeeping activities today, the complexity of our tasks are truly daunting. We are still coping with the explosion of "multi-dimensional" peace-keeping operations. Of the 65 mission starts since 1948, the vast majority -- nearly 75% -- have been launched since 1990.

And as you're all well aware, today's operations are no longer just about monitoring a cease fire or implementing a peace settlement or supporting an electoral process. Nowadays, it is all that plus orchestrating the provision of governance- and security-sector capacity-building assistance, coupled with increased emphasis upon the protection of vulnerable populations and the containment and management of spoilers. Some call this robust peacekeeping, albeit in defense of an authorized mandate.

So here's the good news: the UN's enterprise services in the peacekeeping arena have greatly improved over the past two decades. Granted, it's not an easy task to meet the daily requirements generated by 15 ongoing missions with nearly 100,000 personnel deployed globally. But depth of technical competence, dedication and professionalism in the Secretariat's two main offices, the Department of Peacekeeping Operations and Department of Field Support, is clearly there and we're grateful for their extraordinary efforts.

But there's also not so good news: UN Peacekeeping missions continue to be burdened with persistent capability gaps. As a result, more is expected of them than they can deliver. We also see growing host nation fatigue in some cases where UN missions have been part of the landscape for years. And finally, we face some bumpy transitions or even potential explosions where ethno-sectarian or other tensions are never far below the surface.

### Peacekeeping's Supply Side Challenges

That brings me to my second point. While it is natural to focus upon the “demand” side of peacekeeping – on the conflicts that draw us in – peacekeeping’s operational effectiveness depends very much on the “supply” side of this complex enterprise.

As one looks across the landscape of global peacekeeping activity, five “supply side” stakeholder communities clearly stand out. First and foremost are the UN’s member states -- all 193 of them are bill-payers; and nearly 120 of them are also troop- and police-contributors. Then there’s the Security Council – 15 members in all – who write the mandates and occasionally joust among each other on priorities and authorities. Third, there’s the Secretary-General and his Secretariat staff who tackle a myriad of planning, force generation, assessments and oversight challenges. I’d also include here the leadership of individual missions – the senior civilian Special Representatives of the Secretary General, or SRSGs, and the senior military Force Commanders, or FCs – who play a key role. Fourth, there are a large number of UN specialized agencies – the UN Development Program; UN High Commissioner for Refugees, etc. – which may deploy alongside of, or be integrated into a UN field mission. And finally, we also see a growing number of regional and sub-regional organizations – such as the African Union, the Organization of American States, the Arab League, ASEAN, just to name a few – that work in support of specific peace processes.

In surveying these diverse communities, several features stand out clearly. First and foremost, the UN’s principal troop- and police-contributing countries are now primarily developing countries. They’re clearly the most willing and have the greatest numbers of available troops and police but they do not always have access to high-quality training or critical enablers such as aviation, integrated logistics, or other assets.

As for the Security Council, its perennial challenge is to ensure that the substantive reach of its resolutions don’t exceed peacekeeping’s operational grasp. To be effective, the Council always needs to develop a larger peacemaking strategy into which specific peacekeeping missions can fit. Peacekeeping can’t work in a political vacuum; it is not a stand-alone instrument. Complicating this picture is the ever-increasing need for effective partnerships with regional and sub-regional organizations, which are often vital to effective diplomatic engagement and achieving local buy-in.

And, finally, there are the missions themselves. From a purely operational standpoint, mission integration is often a vital ingredient, though clearly there’s “no one size fits all” approach, given the complexity of the UN system and the intermingling of actors at the field level whose mission performance may hinge upon varying degrees of partisanship or impartiality.

Ultimately, none of us want to imagine a future where the global community loses its confidence in UN peacekeeping. The result could well be greater chaos in conflict-prone areas of the world. For that reason, we absolutely need UN operations to perform effectively. Continuous feedback from the IAPTC community is needed on training requirements and operational challenges to ensure there is a broadly agreed understanding regarding what capabilities as well as operational- and tactical-level techniques and procedures are needed to achieve a given mission’s mandate.

A key part of this, of course, focuses on the safety of non-combatant populations: What types of capabilities are needed to better protect civilians, to thwart sexual and gender violence, and to anticipate or prevent mass atrocities wherever possible? The UN peacekeeping community must have the will and the capability to address these admittedly tough issues.

On the other hand, at a time of fiscal austerity, we need to be realistic about what’s possible and serious about making each UN peacekeeping operations more operationally capable. There are no panaceas here. Peacekeepers must earn the trust and confidence of the local populations by facilitating access through escorts, patrols, providing “ambient security,” and helping to build civil society and institutions. The stakeholders in UN peacekeeping must find the answers together.

Finally, there’s the issue of transition. To achieve mission success, we need the host nation to work with us in standing up and sustaining its own security capabilities so it can assume leadership for the safety and security of its people. Our efforts here need to look at both UN operations’ and host nations’ capabilities to truly accomplish the mission. Of course, not all challenges can be

## Guest Speaker Dr. James Schear

resolved with greater infusions of resources and expertise. In navigating complex transitions, politics – especially in the recipient countries – counts for a lot too. We need to practice a bureaucratically-savvy variation of the theologian Reinhold Niebuhr’s well-known “serenity prayer” – specifically, the courage to change the things we can change, the skill to develop agile “work-arounds” for what we can’t change, and the wisdom to know the difference!

### A U.S. Perspective on Peacekeeping

Now for my third point, how does the United States view the UN peacekeeping enterprise? Broadly, we’re both a beneficiary and a benefactor of peacekeeping. Looking back, peacekeeping operations helped the U.S. advance two strategic objectives: the first was to control the escalation of certain regional conflicts during an era when these could spark a larger, nuclear armed Soviet-American confrontation; and the second was to constructively disengage Cold War-era proxies in the early 1990s. That phenomenon included, not only facilitating the departure of Soviet forces out of Afghanistan, but also getting the Cubans out of Angola and the Vietnamese forces out of Cambodia. Indeed, if you look at large swatches of blue on the global map in the early 1990s -- such as southern Africa, Central America, Southeast Asia, etc – that’s where the UN was involved and the results were often positive. The track-record of peacekeepers in defusing and resolving persistent irregular conflicts within weak or failing states is more challenging, though Sierra Leone and Liberia provide some positive examples.

## The IAPTC Association Dinner



Why doesn't the United States do more for peacekeeping? That's a question I'm often asked. True, we currently have less than 30 staff officers and 60 police. However, I would argue strongly that the United States actually does a great deal. Our assessed financial contributions are over two billion U.S. dollars annually. We also do much to assist troop contributing countries through our State Department-led Global Peace Operations Initiative (GPOI), which has facilitated the training of 214,949 peacekeepers, since 2004. And, finally, we provide a wide range of mission-centric support, such as disaster relief, information support, and local presence, just to name a few.

But it's also true we have been cautious and selective in terms of direct participation. Why? The most obvious reason is the overstretch due to post-9/11 deployments in Operation Enduring Freedom and Operation Iraqi Freedom. In addition, after a decade of war, I'll also observe that we Americans may not be the best at "blending in" to UN peacekeeping missions. In the eyes of many countries we bring certain "magnetic" qualities to the peacekeeping enterprise. We repel some and we attract others. And when we attract it may not always be for the right reasons. I once asked a very senior official of a country hosting a UN mission that included U.S. forces what he thought of the mission. Well, he said, there are "pluses and minuses....and the U.S. is definitely a plus," which raises the logical question of whether recipient nations presume a national security commitment when blue-helmeted U.S. forces deploy.

The U.S. also needs to be sensitive to regional dynamics. Case in point: MINUSTAH in Haiti. Brazil and our Western Hemispheric partners have done a tremendous job there over the past several years. They understand the Haiti's human and especially urban terrain. Their military and police are well versed in the challenges of responding to drug trafficking and gang violence that plague, say, Haiti's Cite Soliel. While we did an enormous amount to stabilize Haiti and MINUSTAH after its devastating earthquake in 2010, we don't want to overshadow the hard work of our partners there.

Despite these realities, we can and should do more to support UN field missions. On the Department of Defense side, we are providing more robust guidance to our Combatant Commands to examine ways and means for enhancing the capacity of UN peacekeeping operations within their respective geographic areas of responsibility. We're also looking at a variety of ways that we can support peacekeeping through senior officer assignments at the mission level and through more energetic efforts in the still-evolving area of host-nation security sector capacity building. That latter of course is key to a UN mission's graceful exit – the very definition of success!

I'll conclude these comments on that theme. Again, I sincerely appreciate the opportunity to offer some thoughts regarding our shared responsibilities in this vital area of international peace and security, and I'd like to thank all of our guests once again for the great work that the IAPTC is doing to help address the array of challenges facing UN peacekeeping.

## Sub-Theme II, “Identifying Possibilities, Subject Areas and Methodologies”

Moderator - Mr. Jonas Alberoth

Panel Members - Maj. Gen. (Ret) Robert Gordon, Mr. David Lightburn, Mr. Peterri Taitto



**Introduction:** After the panel introduced and discussed the conference second sub-theme, Identifying Possibilities, subject areas and methodologies, conference participants broke down into functional groups to discuss the issues from their perspective. The following presentations were given to the collective body by a designated representative from each functional group.

### **Maj. Gen (Ret) Robert Gordon:**

Good morning and thank-you everybody. The focus of my allocated 20 minutes is on the business of senior leadership. More specifically the role and the challenges that the partnership has played in trying to focus upon this issue of leadership and give you trainers mechanisms by which you can develop this vital component. I think a good way of looking at leadership, when David showed his slide, he said that the yellow is the glue. I would say that the yellow is the leadership. Ultimately when we put together these multidimensional, multifunctional, multicultural, multinational missions together, they don't work. This is not a well-engineered machine that has been lashed together.

It is not made by the clockmakers of Geneva; it is made in the halls of New York and put together at the last moment. There is tremendous friction in this system, and that friction develops heat and sometimes it causes impasses. The only way you can unlock that friction and that bad engineering, basically, is by putting a lot of oil into the system. I contend that the oil that we put into the system is leadership. I am going to focus on senior leadership and what the study has done to try and make this an easier process.

But I want to start with two statements. The first statement is a paraphrase by a former Secretary-General, which is “No matter how united the Security Council, no matter how clear the mandate, no matter how adequate the resources, if we don't have good senior leadership in our mission, that mission will struggle to succeed.” I think that really does highlight one key issue. The second statement, in contrast, was made only three weeks ago by an Undersecretary-General in the UN secretariat who said “We tend to throw our senior mission leaders into the deep end of the pool, and we don't know whether they can swim or not.” Just think of the contrast of those two statements. We have to ask ourselves are we doing enough to ensure that we are actually helping our senior leaders swim? We need to teach them sometimes how to do it, because frankly some cannot swim.

Now this has been addressed to some extent by the Secretary-General civilian capacity report (CivCap Report) that Guéhenno, our earlier speaker, shared. This was undertaken by the Secretary-General who reported to the General Assembly during July of this year and to the Security Council by making some very strong statements about senior leadership, its selection, its training and its preparation. I think that the issues for all of us as trainers in member states is to ensure that those stronger statements are actually delivered and also to be champions in our own member states in this process of preparing senior leaders for missions. Let's do this very quickly because I am conscious of the limited time we have and have some words about this changing context of peacekeeping. I think that these have real issues in senior leadership now.

We do all know that there is not a lot of money around, and for the very first time missions are being asked to do more with less. That is a direct quote from the Secretary-General two weeks ago. We got to do more with less. Now this is something that UN peacekeeping is not very familiar with. UN peacekeeping is used to budgets and resources going up every year. You see the graphs of them rising every year, but now they are being asked to put real financial rigor, real efficient, real deliverable outputs into their work. This is not familiar territory for most senior leaders in UN peacekeeping. The other point that I would like to highlight is the point that has been raised by our speakers Izumi and Guéhenno. This tension, this north-south tension between the finance-contributing countries and the police-contributing countries. This is having a real impact. The issue is reimbursable costs, and it has a real impact on how we are going to deliver concepts such as nimble and robust peacekeeping in support of civilians.

## Sub-Theme II "Identifying Possibilities, Subject Areas and Methodologies"

Again I believe that this has been mentioned, the consensus globally that peacekeeping is a good thing and peacekeepers are good to have isn't there anymore. Peacekeeping can look expensive, and it can look like an invasion on member states' sovereignty. There is tremendous pushback from a lot of member states who are hosting peacekeeping missions. Who say we like international engagement, we just don't want the peacekeepers. So international engagement means a better and stronger focus on those transitional arrangements. Such as the peacebuilding concepts, which, actually, we don't have enough expertise to deliver, and so leaders are trying to struggle with this tension without actually all the hand on the levers, that they need to deliver. My final context needs to be mentioned, but it is worth stressing is that the paradigm of conflict really has changed. Conflict from Afghanistan through West Africa and Somalia down to Haiti is all about criminal violence in support of economic ends. We are using that apparatus and the doctrine and concepts of political peacekeeping.

In a multi-dimensional sense, how to deal with conflict has changed dramatically, and we don't really have the expertise, the conceptual thinking, or the delivery to actually deal with the paradigm of conflict because we are still dealing with the last paradigm. Again this is putting tremendous stress and constraints on senior leadership, which is why this is an issue and so anything we can do to help senior leadership, such as improving their selection training, is essential.

So that is the context, and this is the truism "it is a complicated and multi-dimensional business." Now peacekeeping in the field being a problem for senior leadership is keeping all those arrows going to the right for many of you. The peacekeeping mission itself, with a large number of personnel but actually with limited resources and with the responsibilities in the mandates, has to operate in this environment where there are many actors all trying to deliver those various lines of activity and to ensure that it is all going in the right direction.

Now this is tough for senior leadership. I can show you that they become even more horrified as senior leaders because they simply don't have the training to deal, guide, and direct the process that needs to pull all those lines of activity together in a logical deliverable way with measurable success with benchmarks and criteria. This is unusual and strange stuff for most UN senior

FIGURE 1, SLIDE 6



- **The Considerations Study is the latest work of the Challenges Partnership**
- **Aims to contribute to the wider understanding of issues facing mission leadership teams**



UNAMID troops on patrol in Darfur

leaders. Yet, if we are going to get well-delivered and well-led missions, this is where the Challenges Study comes in to look at this environment and to use the strength of the UN partnership to see what the partnership will do to provide something to senior leadership to let them get across this very rough and uncertain terrain.

We spoke about doctrine and the need for doctrine. It is not necessarily doctrine when we call it protocol and guidance. It is guidance in the sense that it's a stick or a handrail that it will not tell leaders what to do but transport them across this rough and difficult terrain. So the aim of this study that I would like to talk about in the next ten minutes is about how to understand the complexity of those issues which daily our senior leaders have to face in the field.

The start point for the study is very much the capstone doctrine and those key three core functions of the capstone doctrine which are articulated in that document which you are familiar with and I hope is very much part of all your training. We focus on those three key functions. They're to help senior leaders understand what the international community is expecting from them: creating that stable and secure environment; providing support to a fragile and delicate political processes without which there will be no long-term solutions; pulling together that broad range of complex actors all with different responsibilities, different budgets, and different reporting lines and yet needing to be coordinated to agree to a strategic objective. See Figure 1, Slide 6 on the previous page and Figure 2, Slide 7 below.

What I showed earlier is a happy endstate. How do you do that? The consideration study started from that premise—how do we break out those core functions? To give guidance to senior leadership is to give them a little more help in that process. So the study itself was focused very much on what we might call the operational level. The level where it branches between the strategy delivered by the Security Council, and what we have to do on the field and on the ground at the tactical level. So the focus was the mission leadership team—those people who sit as the cabinet government headed up by the head of the mission along with the force commander, the police commissioner, the chief of staff, and the director of missions. Those are the people that this study is talking to. Plus all those people who are supporting them in their activities.

FIGURE 2, SLIDE 7

### ■ Builds on Capstone doctrine and its articulation of 'core functions':

- Create a secure and stable environment
- Facilitate political process
- Provide a framework for ensuring that UN and other actors act in a coherent and coordinated manner

The Capstone Doctrine was developed over the course of two years and published in 2008



FIGURE 3, SLIDE 9



### ■ Methodology of the Study:

1. Identify key objectives from mandate analysis
2. Identify generic set of outputs and subordinate activities which support objectives
3. Try to benchmark outputs against priorities
4. Associate with outputs responsibilities, resources, challenges, risks, and considerations



Refer to Figure 3, Slide 9 above. The methodology of this study, which will not surprise you since I am commending it strongly to you, is a look at the key objectives from those big pillars that every single mission has to undertake. Those are pillars such as secure and stabilize, reestablish a rule of law, and provide support to our political process. We came to those big broad objectives from a study of all the missions and the mandates that they have been given by the Security Council over the last 15 years. Then once you actually looked at those big objectives, we have identified in a generic sense, those are what we call outputs. You can call it what you like, those things that need to be achieved to get to that happy state of the achieved objective. Then add in the benchmarks and the priorities that go along with a discussion of the activities and add in the opportunities, resources, risks and challenges that go into some of these things that we need to do.

So that was the methodology of the study, which was divided first into three working groups. The start and the genesis of this process actually started here in Carlisle back in January 2009 where we first formed these working groups. You can see the composition of those working groups there. With our host PKSOI, I would like to give credit to Bill Flavin because Bill has been very quiet during this process, but Bill is the partner in the Challenges who himself has taken a huge lead and, by the doctrinal work done here in this school, has actually put the rigor into this process by enhancing some of the productive work done at the U.S. Army War College. Actually it was Bills good idea to have IAPTC here this year, so Bill thank you.

From there you can see the co-chairs and the members of the various working groups. This just emphasizes the point of the really multinational teamwork put on by the members who bring all their cultures and conceptual thinking to this process of helping senior leadership. Of course that all came to a head at the Challenges Forum hosted by one of our partners, Frank, who has just been speaking to us back in April 2010 when this really came to fruition and the themes of the form there were very much the study for senior leadership. So it really is a process that has legitimacy because it has been delivered by a very broad spectrum of international partners all working on this issue of these challenges for senior leadership. It is actually a product of many workshops around the world starting in Carlisle, but going to many places hosted by the Challenges partners. It has revived impuete from the UN system.

FIGURE 4, SLIDE 12

### ■ True product of peacekeeping partnership



- Drafted by Challenges Partners
- 9 project development workshops held worldwide
- Input from entire UN system
- Validation by 20 senior peacekeeping practitioners



When I say the UN system, I mean the UN Secretariat, who has trolled over this from the Office of Rule of Law and satisfied themselves that this process has rigor, is current, reflects UN thinking at the moment, and is of assistance to senior leadership. We finally had it validated most tellingly by 20 ex-senior-leaders. These are practitioners, force commanders, and police commissioners, who have done the business and who together say, "I wish I had something like this when I was thrown into the swimming pool." That is the issue really that we need to understand. We need to give leaders and the staff who support them something to help them swim in this deep end. It is available to all. Annika Norberg, who you all know, is the international coordinator for Challenges and has come with her luggage and paid a fortune on extra baggage allowance to bring you each a copy of this, which is outside in the lobby. I hope you have helped yourself to it, as it is there for you to look at. Most importantly, it is there for you to use in your training to ensure that your people understand some of these responsibilities. Refer to Figure 4, Slide 12 above.

I think that helps to show on this slide that the guide does have many uses. It's not just the book that the senior leader needs to take to bed with him at night when he rides in his mission. It is also very much a reference document and a training document for you to use in the training of your personnel leaders. Frankly, this is at the operationally level but, everything you need to teach then leads into that strategic level. You can see it is being adopted by the UN senior mission leaders as a senior mission leader course already in Amman, Pretoria, and last week in Madrid. For the UN mission leaders courses it is being used by the International Peace Support Training Center (ISPTC). We have used it in regional training and preparation for the, essentially, Ethiopian mission in Addis Ababa. The United Nations Interim Security Force for Abyei (UNISFA) has used it to gain a better understanding. It is also used in the UN Smart system, which is a program for UN international staff in the mission support field.

In mission support they need to understand some of these considerations for senior leadership. Of course it is used widely, although I don't have all the details, by partners using it at the national levels. But I can give examples: The Viking exercise that David Lightburn was talking about was a big exercise this summer in Sweden, and it was for their understanding of the scenario; more recently, the Pearson Peacekeeping Center has been running a training program in Mexico and was using the Spanish translation of this to help in the leadership training they were doing there. The intent is to have this consideration study be a living document. It has already been translated to these essential languages to peacekeeping, and we are very confident that the Cairo Regional Center for Training and Conflict (CCCPA) and the Challenges partnership partner from Egypt, that we are going to hear of more. Asad Shalabeed, the Ambassador, is translating it into Arabic, which is really good news.

## Sub-Theme II, "Identifying Possibilities, Subject Areas and Methodologies"

The partners are working on a follow up to this case study to actually look up the considerations, to look at case studies in our main missions from Afghanistan through Morocco to the Democratic Republic of Congo to try and pull out the considerations from real case studies in the field. A general approach and then the case study would give more considerable detail from analysis of that particular mission. So I have been asked, I have two minutes, to leave you with some discussion issues which I would like you to address.

The first, I think, is this whole issue of selection of senior leaders. At the moment the selection of our senior leader is a very politicized process, it has to be because essentially the UN is a political organization. But I say we are throwing our senior leaders into the pool. Half of this is because our member states, and you are the representatives of those, are actually unaware or insufficiently aware of the complexity of the demands upon senior leadership, and the complexity is getting more and more difficult as I have identified.

So we do need that better dialog between the UN Secretariat and the member states concerning their candidates and their requirement for their candidates, too often a member state with national pride says, "here is our candidate" but has done nothing to train the candidate to face the complexity that he or she is likely to face in a modern peacekeeping mission. So we do need this stronger, emphasis on competence, and I would suggest that we need to actually start testing that competence as criteria of selection. We can't just rely on a member state saying "we've got a good person for you." We actually need to test that and test it with some rigor against the international law competence and standards, remembering that person can do profound damage to a mission if he or she is not a good leader.

There is big business this training, which I am very involved in and Kevin Kennedy is the overseer of. It is an exception and not the rule. We train 50 senior leaders through that program every year. But only 20% of them go into a mission and the other 80% are going to where we don't know. So issues such as letters ensure that we only accept senior leaders who have had international training against senior leadership standards is something that I think we should try and consider. I would say that the attendance would be a prerequisite rather than be desirable. Finally the other third parties recommendation. When we select someone and say that you are the nominated Special Representative of the Secretary-General for our new mission in Libya, what are we doing to prepare that person for that complexity? The senior leader program, which is a five-day program run by ITS (Kevin Kennedy's people), is an attempt to deal with that issue.

But it is woefully insufficient. This is really about what is going on in New York. It isn't actually picking up a senior leader and saying this is the induction training you need before you step foot into that mission area. So what we need is some form of targeted mentoring in the preparation phase of senior leadership training. The office of military affairs, Kevin Kennedy did mention it, are starting to think about running an induction program for military component commanders, they are only just part of the problem, but all the civilian component commanders that need the same type of training before we launch them into the pool not knowing if they can swim or not. So I think what we need at the bottom line is, we need much stronger member states emphasis in your preparation and understanding of this requirement. Being a senior mission leader is not just an accolade. A senior mission leader is a responsibility of member states to prepare it responsibility for the complexity of the environment that they are about to be placed. On that note as part of that preparation, this is very helpful, so I do commend it to you it was a genuine attempt from the partnership to try and tackle some of these issues. Thank you.

### **Mr. David Lightburn:**

What I am going to present this morning is a five dollar version of a twenty-five dollar package. So if it looks like I am glossing over a few things, there is a lot of depth behind most of these view graphs I am going to put up. We have broached the subject of working together in a number of the presentations both integrating with other actors and otherwise. We heard from Kevin Kennedy about doing our best to work together. Mr. Banbury talked about the need for international coordination. Mr. Guéhenno talked about relationships between civilians and military and between civilians and civilians not being very efficient. We all remember the days from about 1995 through early in this decade when cooperation and coordination were the big buzzwords. We have actually had

## Sub-Theme II, "Identifying Possibilities, Subject Areas and Methodologies"

three IAPTC themes one way or another linked to cooperation and coordination and in the early days of the Challenges process that was the focus. So we are all talking about trying to do things together in a more effective manner.

So that is going to be the focus I am going to try to propose to you—what I consider as a comprehensive approach to a cooperative framework approach in operations. Then draw from that the education requirements a possibility that links us back of course to yesterday. Let me start though with a bit of history just to start on a lighter note. At the first IAPTC there were 21 people, and they came from those countries, and you will note that the international organization that was present at the first one was not the United Nations, it was NATO. In fact, I was still serving at NATO at that time.

Working together, we are all trying to do things in a more effective way to generate synergy. In developing this comprehensive approach there are a number of things we took into consideration. First of all, the phrase comprehensive approach means different things to different people. You remember Izumi a few days ago mentioning the United Nations integrated mission approach. She said that the UN had a comprehensive approach in its contributions to the growth and planning.

So there are many different ideas out there, and they mean different things to different people. In developing it, in the need to be comprehensive, we can't leave anyone sitting on the sidelines. It is too easy to say that the Red Cross has an institutional mandate that won't allow this sort of thing or Médecins Sans Frontières do or so on. So we need to develop something where at least everybody can in some way be a contributor. No one organization should be the basis. I have heard as recently that somebody on a particular occasion suggesting that the military summit should be the basis because they touch everything. No, then it would have a military flavor and would not be acceptable to every member. We must be realistic and honest with ourselves when we develop it. We need to take into account the limitations inherent in the mandates of some organizations. At the end, we come up with an understanding that we get away from these ridged definitions and so on. Refer to Figure 1, Slide 7 below.

The regional organizations now have ways of working together. The EU and the AU for example both have missions where there are police and military in the same organization. NATO, as I mentioned, bringing countries together under partnership for peace but also using this phrase comprehensive approach in a different sense. The Red Cross movement is networking and using its common

FIGURE 1, SLIDE 7

### WORKING TOGETHER A 'COMPREHENSIVE APPROACH'



## Sub-Theme II, " Identifying Possibilities, Subject Areas and Methodologies "

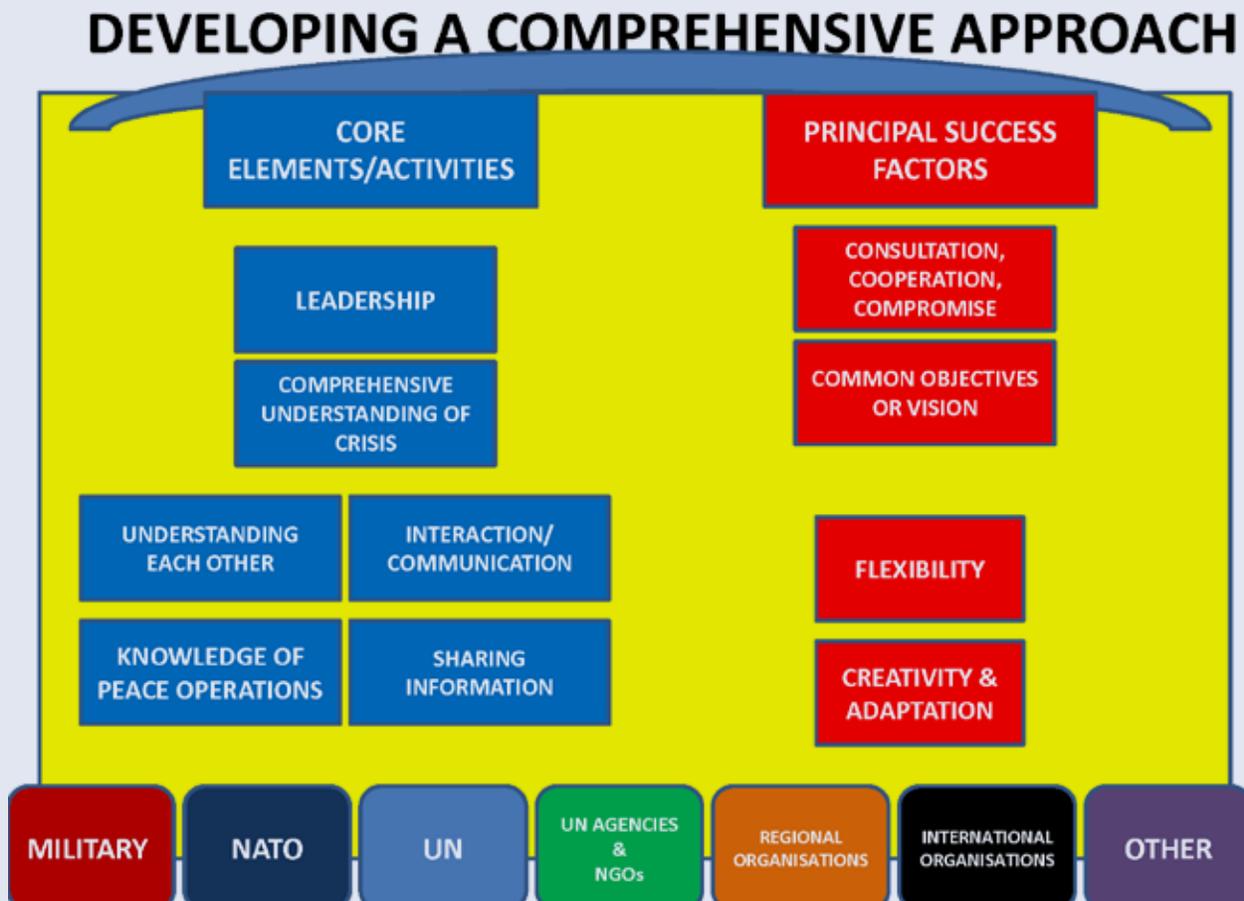
principles. Some UN agencies and some NGOs use a cluster approach, a stabilization unit, and the three D's diplomacy, defense and development. So there have been attempts over the past number of years to improve the way we work in the field.

So if you take those examples that I put on the last slide and just use them as a representative example of the international community, how can we bring all of their efforts and things they generate into some kind of comprehensive approach? We go back to day one here and the environment that we are now in with its constant need for accountability. Therefore there is an expectation and a requirement that we do things in a more efficient manner. The increasing expectations for success that Mr. Guéhenno and Assistant Secretary-General Banbury mentioned an increased complexity of operations that most speakers have mentioned, including our speakers from yesterday. The ever-increasing number of contributors out there have this operational need to try and do things together. Those form a basis for this. Let me suggest to you what a comprehensive approach is.

There are people that cannot work in a mission under one structure. Is it imposing a chain of command? Must there always be one person at the head? Again I would suggest to you it is not. Do we need to sit down and have an agreed set or coordination arrangements? Again I would suggest to you no, not in that sense. Is the military Civil-Military Cooperation Centre of Excellence tool the a basis for it? Again I say, as I did a moment ago no, it is not. Will whatever we create affect sovereign institutional mandates and so on? Again, no. Finally are there some set of fixed rules or arrangements? Again that won't work because of the ever changing nature and agreement concerning the number of players and the mandates and so on.

So it is not a structure; it is not a process; and it is not a procedure. What can we do? Again, we start with what I believe are two core things that belong in this approach. The first is what I would call a core group of elements and activities, and I will elaborate on those in a moment. These are things that must be present in the mission and to the greatest degree possible within every organization. Then there are additional things that improve the chances of a comprehensive approach that improves its chances of success. Refer to Figure 2, Slide 11 below.

FIGURE 2, SLIDE 11



## Sub-Theme II, "Identifying Possibilities, Subject Areas and Methodologies"

The first one, and you have heard this already with the special speakers and from the speakers yesterday, is the need for leadership, but a leadership that is not a leadership from the stovepipe missions of the 1990s and from the early part of this decade. We will come back to that in the sense of education and training with the next speaker. The other critical element is that everybody on the ground needs to understand the crisis, again our keynotes referred to this. It doesn't matter if you have a big headquarters or if you are a mom and pop NGO, you need to understand what is going on in the country and again other speakers have elaborated on that in the last two days.

Then there are a number of things that I consider as core activities and should be present in each organization. We need to understand each other, and I think that General Gordon and some others mentioned that we need to understand one another's roles and the mandates of their organizations. We need to understand the capabilities, the strengths, the limitations, and the way that people generally do business, that is everybody understanding to the degree that we can help each other. We need the knowledge of peace operations, and again the design of peace operations the kind of mandate and they are different in each case. People need to understand what DDR is and where it fits in terms of priority in relation to humanitarian assistance or other things.

Everybody who is there needs an understanding of the clear knowledge of all the moving parts of peace operations. We need to generate interaction. Again I remind you at this point that we are talking about to the greatest degree possible. The Red Cross can't march into the military headquarters and sit down and coordinate, but on the other hand, and I can tell you with personal experience, that I briefed the Red Cross for 60 days in a row during the bombing campaign in the former Yugoslavia so that was NATO and the Red Cross doing things together to the greatest degree possible. Establish some kind of communication. It will vary, everything from daily reports going back and forth to sitting in coffee shops and begging to understand some of these issues or next week's issues. Then the last thing that I think is critical is sharing information to the greatest degree possible. For example there was an experiment on the margins of the Swedish Viking exercises, where on day one and day two an elaborate web-based sharing thing was put on the table, and the military resisted it for about two days. It was enormous and was all about everything is classified and so on.

The police and others found it a fantastic tool and a fantastic way to exchange information. By the end of that exercise the military were overloading the website with information that they thought others should know. So to the greatest degree possible and based on relationships and on the exchange of information as useful with all those things in place, you have a fighting chance of a more comprehensive approach to a mission. There are success factors and again I will put two of them up. I will put it under the same level of importance as leadership and understanding of the current crisis.

One of them is to begin a process of consultation. This to me, replaces the old cooperation-coordination wording but if you can do it with cooperation-cooperation, so be it. We really think of where I am based at the moment as an attitude and a willingness to do something together and compromise, everyone is going to need to compromise. Because the situation changes and missions transition positively or negatively, they must have common objectives and vision. I believe that it was our Japanese speaker Izumi who talked about a need for common objectives or vision. Again the Red Cross, as an extreme example, can't have anything that will imply political objectives. But they must at least accept the fact that to have a stable economy and a secure country, then their work gets easier. Then there are two other things in terms of the mission: we should all be flexible and we should all be creative. Again this came up at the strategic level. It came up in the opening section where people talked about thinking out of the box and designing missions out of the box, and creating ways of doing things.

So all of these things, if you take some of my yellow color and consider that to be glue, then this set of core elements and success factors gives you an opportunity to be effective and working far more closely together than many of the arrangements that we have had in place in the past and indeed that are in place now. What does this mean for education and training? I am going to suggest to you that those things in green are areas that at least you would need to focus on within your training. We just take them a little bit further. Robert Gordon in this moment will get a lot further into this leadership thing. We have also heard that we are talking here about leadership at the senior and lower levels.

FIGURE 3, SLIDE 13

## IMPLICATIONS FOR TRAINING



The little blue box on the right in (Figure 3, Slide 13 above) are just some of the ideas that the speakers here this week have actually popped up on the table as being the requirement for today's operational environment. We have heard about mission specific training. We have heard yesterday, about deployment training and pre-deployment training. All of this will help us to have a better understanding of the crisis. Then the next three there are courses nationally. There are courses regionally, but I have highlighted in red the point that was made again yesterday that we need to then sit down and talk and try and do things together. The military calls it exercises. It may be called other things in the civilian community, but it means doing things together, doing some joint planning, practicing sharing information and so on. It is only in that way that you can learn how to do this out of a book.

So those are the implications of training. Now as I conclude, I will put this slide up in the background to again show you history. This was Canada's Bliss Hall. This was a room, I hate to say it, above a bar in what to me was a former officer's mess in Canada. We sat there for two days and everybody exchanged their programs and so on. To sum up the substance of what I was saying, what I have suggested to you is, as a framework. We need a core series of factors present in each organization to coordinate, to the greatest degree possible. Then there are some other things we can do that will improve the chances of success in a comprehensive approach. To mention just a few other quotes from yesterday: the need to train together was General Imamuzzaman's comment; a common vision was Mrs. Izumi's comment; and managing relationships with all contributors was Kevin Kennedy's comment. So I submit to you that, this is one way to look at this subject. It should not turn any organization off as long as you understand the qualification that you have to have good leadership and that you have to understand what is going on. Then, to the extent possible, then you do other things for your information and communication and so on. Thank-you very much.

### Mr. Peterri Taitto:

Ladies and gentlemen, and President of the IAPTC, I was asked to brief you on training methodologies, a subject as broad as globalization, but I will try to do this briefly. I ask you to have a look to your toolbox, at what you have in there, because we are all

## Sub-Theme II, "Identifying Possibilities, Subject Areas and Methodologies"

professional teachers and trainers, and we have to carry our toolbox with us. For 25 years, I took one message from my toolbox: to use only seven slides containing only seven items on a slide. I took that from my toolbox, and I slipped this in a bit later on. I tried to follow this matter anyway. So the toolbox reflects the philosophy that you have in all your training activities.

I could have pre-screened your concepts and asked what you think about the methodologies. But I am lacking this aspect in my presentation so I needed to make some assumptions. E-Learning is a huge opportunity for us. Many of us use it already. What is the difference between your knowledge and skills after the training? The training needs assessment has already been discussed. How do we actually do it? This means that there is some required competence needed in the mission environment. Training is filling this gap in what is needed and in what you have. I want to present this because I want to understand that there isn't a one-size-fits-all training. We need to tailor the training according to the needs that the learner has, and this is the approach of the implication of the methodologies that we chose. Refer to Figure 1, Slide 2 below.

Training is not the only solution to fill the training needs. This brings me to the previous presentation where the senior mission leaders know the kind of training that they actually need. Can we actually tailor a course beforehand without knowing who is attending the course? Or, is the course actually the solution at all to facilitate learning of leaders? It has been said that Generals fight past wars. It is also that we, educators, are trying to fill existing gaps, not necessarily the future training needs of what was addressed on Tuesday. I hope this could be for further discussion or group discussion after this. We also need to acknowledge that the impact of the training is seen after many years. We should not expect quick results in training

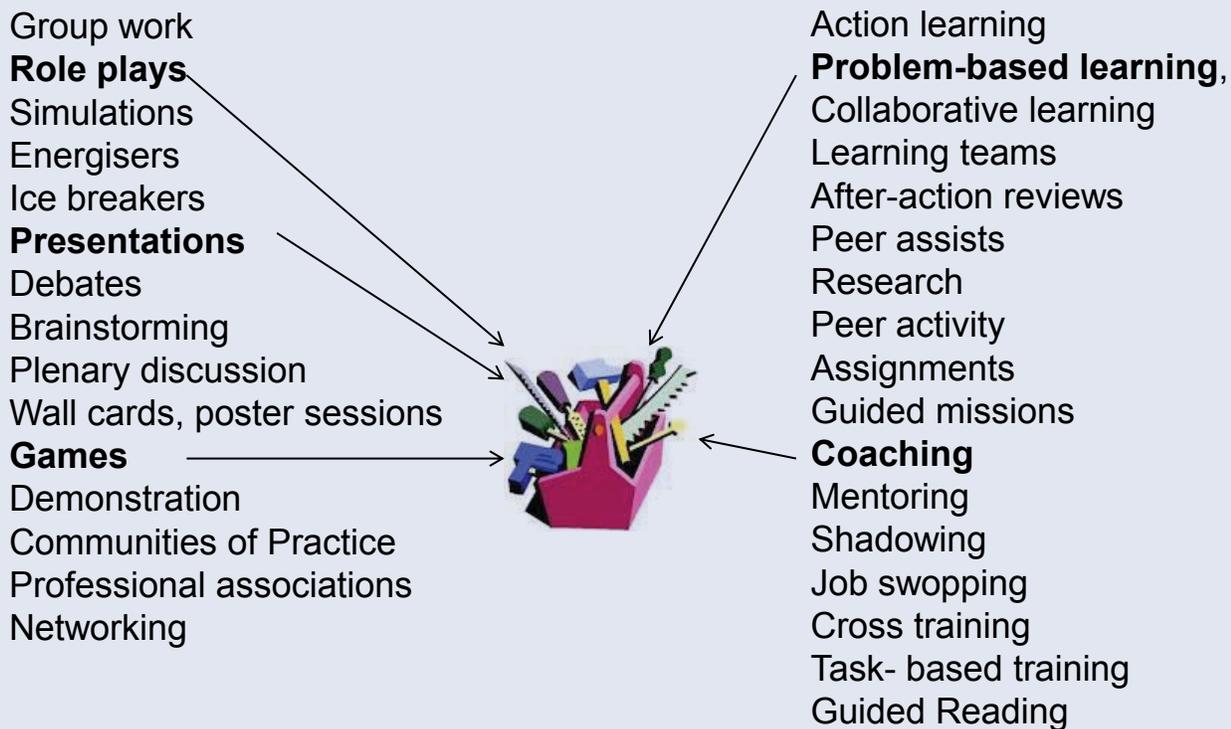


FIGURE 1, SLIDE 2

### FUTURE

#### How to train:

- Role of force
- Broad range of situations
- Partnerships
- Quality
- Role of civilians
- Gender equality, human security, protection of civilians, mediation, integrated mission concepts.....

### Increased need to train how to mentor, to advise and to train

FIGURE 2, SLIDE 7

CMCFinland

I would like to raise the question: why harmonize or standardize methodologies? We all carry our own toolbox around with us, and it is dependent on the learners needs as well. Methodologies matter especially now that they have been mentioned already, we need to aim towards greater cost effectiveness, and methodologies may be the answer to this. What I will try to present in this picture is that the word "methodologies" actually comes from "method," which means to make or part. It is to facilitate learning.

Refer to Figure 2, Slide 7 above. We have the learning objectives, but before we can decide what method we use, we need to take into account what the learner's confidence at his or her level. On the other hand, what resources and time are allocated? What is the student workload? This is especially something for us to consider when we are tailoring to online courses. Other considerations include how much is the student workload and how much is time do we expect the course participant to use, 8 to 16 hours. I.e.: two working days, is the maximum allowable amount. We cannot choose the method before we have considered the factors. So I tried to bring one example from David's presentation. He presented a comprehensive message. So after considering those methods I presented, we chose to simulate and role play. We can do role swapping and play in the regional meeting and actually keep that role for one or two days so that there is someone actually representing the military or representing a UN agency. A United Nations Development Business project leader or an NGO representative may be in the role of an official so it is one of facilitating learning to understand something.

These future trends have been addressed throughout this conference: the role of forces; the trends of situations, partnerships, and the quality of personnel; the role of civilians; gender equality; human security; and protection of civilians. All are challenges in the field of training. We have seen also some very practical examples of how to train. For instance, protection of civilians by UNITAR. So to access the training need, which has been the discussion of this seminar, is an increased need to know how to mentor, how to advise, and how to train personnel in the mission environments. Everyone who is in the mentor or advisor role needs to have the skill of how to train.

## FUTURE

**Training of the Trainers** events focus merely on the pedagogy

*Example:*

*“an understanding of one’s own individual role and responsibility in implementing UNSCR1325 the skills how to plan gender trainings and how to conduct gender training “*

FIGURE 3, SLIDE 8

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CMCFinland

Refer to Figure 3, Slide 8 above. One solution could be training of the trainers, focusing primarily on the pedagogy and not on certain topics or challenges I mentioned because there are hundreds of those and there are trends such as security sector reform, protection of civilians, and human security. But if the trainer has better logical skills, then he or she can easily adapt to new content. So I believe the core for the training director is to have better logical skills in their toolbox and to use their tools. One example to show this is from the course we had in Cairo. For the gender training of the trainers (I chose this because this is a very male-dominated panel), I took my gender goggles off for the last slide. The question is how to implement, how to plan, and how to conduct gender training. I encourage all of us to improvise and innovate using the methodologies, this what I have used in our boxes we will have a fruitful discussion later on. Thank you.

# Thematic Discussions

Cross Cultural Competence - Dr. Kimberly Hudson

Protection of Civilians Initiatives - Col. (Ret) Dwight Raymond

Formed Police Units - Col. Francesco Bruzese del Pozzo

Peace Gaming Simulation in Krygyzstan - Lt. Col. Christopher Nannini



**Introduction:** The following Thematic Discussion presentations were given by a distinguished group of colleagues who highlighted some of the key points raised during their smaller, focused group meetings.

## Cross Cultural Competence by Dr. Kimberly Hudson:

I would like to thank everybody who came to the working group—it was really a very stimulating conversation. Areas that I would like to report back on are areas of agreement for future research. There was a general agreement on the fact that there is definitely some cross-cultural conflict and cross-cultural diversity among members of the same team. So the operation itself is a diverse entity and we have to be cognizant of the diversity within the operation as well as the culture of the location that we go to. The military, the NGOs, the police, and the other actors that are involved in an operation have a great deal of diversity to overcome or leverage. So that was one point.

Another point is that there is recognition that we need different types of training and education for different types of application. So at the interpersonal level the inter-competence is one basket of skills at the operational level or at the more senior level that has a command of a greater area or greater sphere of activity. Refer to Figure 1, Slide 24 below and Figures 2 and 3 on the following page.

FIGURE 1, SLIDE 24

**USAF Implementation**

**AFCLC**  
Air Force Culture & Language Center

**2009: AF Culture, Region, Language Flight Plan approved by CSAF.**

**Cross-Cultural Competence (3C):**  
The intended outcome of our efforts

*Gen Norton A. Schwartz*  
CSAF

**The “one-stop shop” for Air Force culture and language expertise**

**AFCLC**  
Air Force Culture & Language Center

FIGURE 2, SLIDE 32



# What are 3C Skills? The Inter-Personal Basics





**A clear understanding of our own culturally-based values and assumptions**



**The ability to communicate across cultural differences**



**The ability to manage cross-cultural conflict. . .**



**The ability to see other peoples' "reality"**



**The ability to build productive working relationships**



**...including negotiating across cultural boundaries**

**Communicate, relate & negotiate across cultures**

FIGURE 3, SLIDE 39



# Active Outreach: real and virtual



THIS WEBSITE IS CURRENTLY IN THE LATEST ADOBE FLASH VERSION. PLEASE UPDATE YOUR FLASH PLAYER BY [CLICKING HERE](#)




## Air Force Culture & Language Center




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 **FLIGHT ASSIST**  
Photo by 1 Sgt. Dawn Weisler

 **Winner of the AFCLC Photo Contest  
FIRST PLACE**

### WELCOME TO THE AFCLC

The Air Force Culture and Language Center began at Air University in April 2006. The Center resulted from the Air Force Chief of Staff's desire to improve Airmen's cross-cultural competence by developing their cultural, regional, foreign language and negotiations abilities.

In April 2007, the Air Force demonstrated its commitment to culture learning by selecting cross-cultural competence as the centerpiece of Air University's re-accreditation efforts. In December 2007, the Center was made responsible for culture and language training, as well as education, across the entire Air Force.

Our team of highly-qualified military and civilian experts work together to provide the Air Force with a "one-stop shop" for language, region and cultural capabilities. AFCLC is part of Air University's Spawitz Center, located on Maxwell AFB, AL.

**IN THE SPOTLIGHT**



General Norton Schwartz speech on Strengthening AF Language Skills and Cultural Competencies.

**RECENT NEWS AND EVENTS**

AFOSI Airman selected Language Professional of the Year.

**TRENDS NOW**

AFCLC has changed buildings, the new building is located at #R36 on 130 W. Maxwell Blvd.

**INFORMATION REQUEST**

Interested in AFCLC training and education? Request using your official email below.

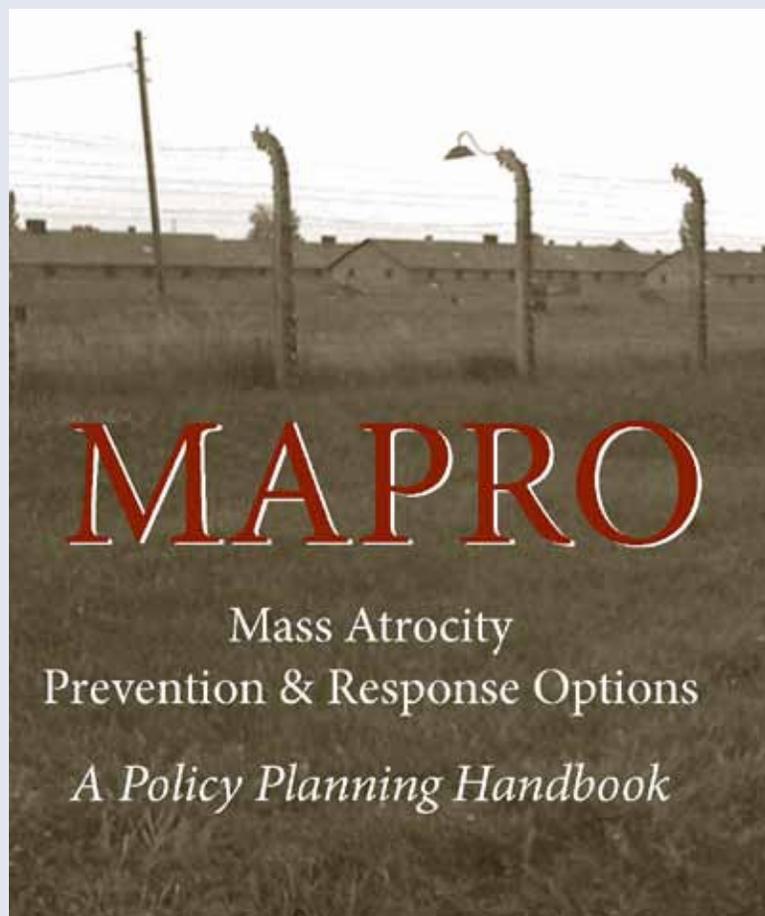
## Protection of Civilians by Col. (R) Dwight Raymond

There is a type of cross-cultural competence skill that is required for teaching or training. There is a hierarchical difference in the level of training that is required, and it is different stuff, there isn't just more of it, or a more advanced version of the same thing. It is slightly different for the tactical or the individual interpersonal level and then for the operational level and the strategic level. We also discussed the extent to which the cross-cultural training materials that are developed by one group might be useable from groups from other countries and different cultures.

So is the training material that we write in the United States from an American perspective is useful to somebody from a different cultural perspective? Or because it is written from an American perspective is it not that useful? The consensus seemed to be that there are some general elements from the materials that all the different members produce to training those different members take would be usable by most people, and then there are some that are too specific and wouldn't be that useful. There was a general invitation for further communication and cooperation, sharing of knowledge and of training materials, so I hope we will be able to peruse those connections and for anyone that wasn't in the room during that briefing that is interested cooperating and sharing knowledge back and forth. I look forward to talking with you later today or tomorrow morning. Thank you.

### Protection of Civilians by Col. (Ret) Dwight Raymond:

I will give a really abbreviated version of the presentation I gave to our group, and will address some of the talking points along the way. PKSOI has various projects related to protection of civilians either completed or in the works and I will give you an overview of these. The first is the Mass Atrocity Response Operations (MARO) handbook that we worked on with the Carr Center for Human Rights Policy at Harvard University. You might have gotten copies of this at the Ideas Bazaar the other day. If not and you want one, there are some on the table in the back. A second project is the Mass Atrocity Prevention and Response Options (MAPRO) handbook which is under development. MARO is focused for military commanders and military staffs whose units may need to respond to mass atrocity situations. MAPRO is intended for the policy community and is beyond military matters. It includes the Interagency community, diplomatic issues, and economic considerations, and discusses how a government, particularly the U.S. government, would formulate policy related to mass atrocity. Another project we're working on is the Protection of Civilians Military Reference Guide, which is summarized in a little flier which is also available in the back. Next is an Army manual on Civilian Casualty Mitigation that we have just submitted to Fort Leavenworth for final editing and approval and hopefully will be published shortly.



The MARO handbook, as I mentioned before, is intended to be for military commanders and their planning staffs. It is intended to be a reference that gives 70% solutions and frameworks rather than starting from scratch, ground zero, or a blank slate when confronting a mass atrocity situations. Commanders and staffs can take what is in the handbook to give a starting point from which they can then deviate to develop their plans and conduct their operations. The MAPRO policy handbook in a similar vein is intended for the policy community so that they can sort through a potential mass atrocity situation, identify preventative measures that can be taken (not just military, but informational and diplomatic measures, and so forth). It's intended to help policymakers think through the process so that they can produce outputs rather than just have a bunch of interesting people in a room having interesting conversations but without really accomplishing much. It also includes many templates for them to use. For



### MARO

MASS ATROCITY RESPONSE OPERATIONS:  
A MILITARY PLANNING HANDBOOK

A Collaborative Effort Between the Carr Center  
for Human Rights Policy, Harvard Kennedy School  
and the US Army Peacekeeping and Stability  
Operations Institute

example: a policy memorandum format that could be adjusted as necessary for a particular case. Other references included in the handbook include Presidential Security Directive-10, which some have mentioned in previous presentations, as well as the UN's Office for the Prevention of Genocide's Analysis Framework and the Genocide Prevention Task Force's recommendations.

The Protection of Civilians Military Reference Guide is a project we are working on with the Stimson Center. The idea is to develop an unofficial but useful handbook, similar to MARO, but intended not so much for the U.S. military but for any military, whether they are involved with peacekeeping operations or in other situations, as any military force has to wrestle with protection of civilians issues. You can see the layout on the slide, and you can see that we have several principles for the protection of civilians, and each one of those principles will be developed into a chapter. A lot of the themes or talking points that came out during the discussions like DDR, SSR, and transitional justice and other topics are points within this document. Again, like in the MAPRO and MARO handbooks, they are templates that give 70% solutions for military forces. I would like to invite anyone who is interested to review drafts of this as they progress and to make contributions. Please contact me and I will be glad to keep you in the loop. The first draft will be available in about a month or so, and the intent is to publish this in August. In addition to being helpful for military forces

as the primary audience, the Reference Guide should be of interest to anybody who is concerned with the protection of civilians.

I mentioned the Civilian Casualty (CIVCAS) Mitigation Manual; the foundation of that is really what we call the CIVCAS mitigation cycle. The question isn't whether or not a soldier at the point of pulling the trigger, knows the law of armed conflict or not. Really the cycle to mitigate civilian casualties starts long before that with unit preparations and training, with how the unit organizes and plans and continues after an incident, and with the response and the investigations. The making of amends and so forth is a much longer process when that civilian is harmed. The manual does explain all of these steps in pretty great detail.

The last thing I will talk about is exercises. We have conducted MARO tabletop exercises primarily with South Sudan and Libya back in March. This slide depicts a typical exercise structure, whether you are talking about a squad running around in the woods or at a higher level. The players, or the people being trained, are what the focus is on. Exercises have support structures that surround them. The nice thing about the MARO tabletop exercises is that the support structure is limited, as what we are really talking about are planning exercises. The players are basically told by their notional boss "I think there may be a problem with x; go in and do some planning." That is essentially all that is required. So you don't need a huge elaborate computer architecture or lots of personnel to run the thing. Basically what the players do is use the MARO handbook as a vehicle to discuss the problem. So if they are doing a tabletop exercise in South Sudan, for example, the premise is not that they are actually going to conduct an intervention; rather, just in case, the commander wants them to take a look at the problem. They can start with the frameworks that they have in the MARO Handbook, such as phases and the proposed military objectives, and argue about whether these are right or should be adjusted.

### Formed Police Units Col. Francesco Bruzese del Pozzo:

In our group we discussed the results of workshops that took place in Vicenza, Italy in March of this year. The workshop was organized by the United State Institute of Peace aimed identifying the possible role of foreign police units in the protection of civilians and also what would be the main training requirement. We are in the process of discussing the results of this workshop with the DPKO police division. We will soon address an official proposal to DPKO to introduce guidance and possible attachments to training modules for police units. Amendments may be not needed because the documents and policy adopted by the DPKO police unit in March 2010 are very good documents. There is a standard training model for a refugees. Already a lot has been done from this point of view.

Why is there interest in formed police units? Formed police units were established in the late 90s in order to reduce the security gap between military and police in the field of protection of civilians. You heard yesterday and today from police and military: they have a responsibility to protect. So they are potentially a tremendous tool for the police commissioner to do his job in the field of protection of civilians. Participants to the workshop were former UN police commissioners, former UN force commanders, and former police experts.

What came out from this workshop was the diffusion of protection of civilians to perform mainly public order tasks that support police operations by local police. In the case of Haiti (MINUSTAH), autonomous police operations. In the case of the UN Mission in Kosovo (UNMIK), which was an executive mission, support of Irish police to fight organized crime as well as perform. In the case of MINUSTAH and the Ivory Coast, patrols inside the internally-displaced-person camps, with patrols comprised of individual police officers, language assistants, and local police contributing to the effort to prevent abuses of the local police.

What were the key training requirements coming from this workshop? We discussed the codex of the group. First of all, we need preparation for a few personnel to engage the communities they are expected to protect. This implies cultural awareness and the correct use of language assistants. Also, together the capacity to collect information from different sources and to pass this information, to mobilize this information, and of course an information-gathering strategy of the mission is essential. The Joint Mission Analysis Center (JMAC) has an important role here. Use of force was mentioned many times during the sessions, and you should be prepared to avoid the use of force. When negotiating, you must know the condition in which the use of force is necessary. In conclusion, use of force is justified, military and police are two main actors when the denotation of task is not always clear. So it is quite a necessity to develop a training model for having military and police planning and preparing together the operations. The discussion rightly stressed the need for joint exercises before the deployment in the mission including of course exercises addressing worst case scenarios in protection of civilian. Also training is needs to prepare a few personnel to identify and detect indicators, of sexual and gender-based violence and trafficking of human beings. During our discussion we clarified a need to provide training to the local police force and possibly to train the local police public unit boards. This is possibly over the training pillar and over the need to promote the unity of efforts among the leaders of the mission. We sometimes have a situation where police commissioner is not familiar with mounting an operation with the military first or not familiar with non-lethal use of force. It is necessary to prepare the leadership. See the UN FPU Policy Figure 1, Slide 3 on the following page.

## UN FPU POLICY

- “In accordance with mandated tasks, FPUs contribute to the protection of civilians by undertaking their core tasks of public order management, protection of United Nations mission personnel and facilities and support to higher risk police operations”.
- “Where the level of violence exceeds what can be addressed through these functions, or exceeds the available resources of the deployed FPUs, these situations are better addressed by the military peacekeeping forces, in accordance with their mandated tasks”.

*Col. Francesco Bruzzese del Pozzo  
CoESPU Chief of Studies and Research Department*

### Peace Gaming Simulation in Krygyzstan by Lt. Col Christopher Nannini:

I am Lt. Col. Christopher Nannini, in the U.S. Army serving at the Naval Post-Graduate School (NPS) as a military faculty in the operations research department. We have a two-faced presentation today where we presented what we call “Game for Peace” that we developed. It was sponsored by the U.S. Partnership for Peace Training and Education Center (USPTC) at the Naval Post Graduate School. The USPTC came to several military and civilian faculties and asked us to develop this game. We developed a two week exercise that is two-phased.

The first phase was an academic phase presenting concepts and theory about UN peace support operations to our students in Krygyzstan and Kazakhstan, and this was in September and October. The second phase is a week following the academic portion. We presented an exercise that consisted of a game consisting of a facilitated computer simulation. We actually had our students apply the knowledge they learned in the first week to a real world term, real time exercises, then we have them apply those concepts learned from the experience. Refer to Figures 1 and 2 on the following page.

Here is a brief history on why we think this is necessary. First, why a tabletop game? Why seminar games? Well these have been in use for centuries by nations and their militaries to train their leaders and commanders to become better decision-makers and better strategists. This has been adopted, and in use more recently as situations and complexities of the environment have changed—they have become more complex. In the last decade, we have seen this with factors that challenge our commanders and our staffs in different operational regions around the world. Factors such as economics, religion, civilian population, their different beliefs, and social sciences. These factors are very challenging and are very complex, and so tabletop seminars that many of us, myself included, have been involved in, are very effective in looking at issues. But they are limited by the subject-matter’s expertise in the exercise and typically limited by one term or exercise in the event. So we incorporated computer simulations to help facilitate the tabletop



## Game for Peace Exercise

- Game based on DSTL-developed fictitious scenario and adapted for education.
- Incorporated principle design elements of conflict games (Perla, 1990):
  - **Scenario:** background, objectives, relationships, resources, narratives, updates
  - **Data Base:** PSOM provides quantitative relationships; student handouts
  - **Delivery Tools:** Provide context emersion with game modules, situation updates, and vignettes that enhance academic concepts relevant to the scenario
  - **Model:** PSOM links political, strategic, and operational environment of PSO
  - **Procedures:** *Game for Peace* modules (monitor, assess, inform)
- Comprehensive package: supporting documents; delivery tools; student/instructor interaction; **flexible and adaptable** (Nannini, 2011).
- Students practice staff decision-making and analysis.
  - Gain familiarization with long- and short-term **planning and decision making**
  - Develop and assess **courses of action** (COAs) for PSOs
  - Consider secondary and tertiary **effects**

FIGURE 1

8

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## Summary

The *Game for Peace* provides...

FIGURE 2

- **Application of adult learning theory**
- **Flexible and adaptable scenarios**
- **Reinforces competencies related to:**
  - Robust Peacekeeping Operations
  - Rules of Engagement
  - Civil-Military Cooperation
  - Decision Making
  - etc...

...to significantly improve the educational outcomes, and planning capabilities for Peace Support Operations.

25

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experiment experience. By expanding the number of factors involved in these complex environments and peace support operations, we can shape that experience for our students and make it more robust and with the right type of instructor to mediation with our students we can make it a great adult learning experience. What I mean by that is, our students are no longer learning from didactic material learned on PowerPoint slides, but are being engaged with that material in the second week and applying it to a more robust environment. And so, we selected a model and there were many models to choose, but we chose the Peace Support Operations Model. The Peace Support Operations Model was developed in the UK by the US Science and Technology Laboratory (SDL). We selected it because it is capable of adjudicating and working with these thousands of factors to be centered around peacekeeping operations. The model is also able to adjudicate choices made into events and outcomes that we can present back to them.

The second part of the presentation was still limited at this point because we can only conduct this one in the time that we have. So in the first week there is one execution of the model. We are enhanced with more factors and the interactions that those factors may have in the exercise beyond tabletops, but we can only conduct it one time. What is the second piece of the presentation? The power of modern techniques to conduct computer-simulation-analysis—why is this important? These thousands of factors, if you were to try to analyze them with sound statistical principles it would take you forever. But we need to get that information back to provide further insight into our students decisions and so this process can help with, not only analyzing their choices and decisions they made on post-game analysis, but even the design of scenarios up front. By gaining insights into the impact of scenarios that they are designing we will potentially have the outcome before we finish the exercise. So there are three parts, tabletop games, enhanced with modeling and simulation, and efficient and modern techniques of analysis. Now why did we choose Peace Operations Support Model again? We were time-constrained and resource-constrained, we had a multifunctional team, civilians, multiple nations, peace training centers from Bosnia, Finland and the United States, and we only had a few analysts that could help with this computer. We only needed one laptop computer to run POSM, but POSM can run on a 150 laptops engaging a hundred personnel engaging with it during a cycle.

We will go back to U.S. Partnership for Peace Training Education Center (PTTCP) and inquire about sharing our information with you. Yes it was sponsored by the USPTTCP, and yes we believe that you should have it so you can use it and make it valuable to your training as well. So thank you.

## Minutes of Meeting - 18 November 2011

### Opening Remarks by President IAPTC

The IAPTC president Brigadier General Abul Basher Imamuzzamam, Commandant, BIPSOT, Bangladesh opened the AGM by thanking the hosts for organizing a very efficient and memorable annual conference which was particularly highlighted by the warm hospitality and the exceptional standards of the various events, particularly the social events. He emphasized that the IAPTC AGM is a befitting forum for the membership to express views and concerns which are very close to our hearts. He stated that any organization and more so an organization of the nature of IAPTC should strive to continuously improve itself in order to remain relevant in the international peacekeeping community. Towards that end he urged the members to come forward during the AGM with suggestions regarding how the annual conferences may be organized in a better manner and the organization itself may mould itself according to the changing times. He also emphasized that the AGM is an important and timely opportunity for the members to come forward with suggestions for the theme for next year's conference as the same would provide suitable direction and focus to the next hosts as well as to the EC. With those opening remarks he steered the AGM towards the agenda on the table.

### Agenda 1. Follow up of Past Issues

#### a. 2011 Training and Education Award (including presentation of award)

The guidelines for the 2011 IAPTC Training and Education Award were read. The members were informed that only one nomination in the name of Col Manoj Kumar Bindal, Director, Centre for United Nations Peacekeeping (CUNPK) has been received. As per the rules, a minimum of three nominations are necessary for granting the award. If the award is to be presented to the single nominee, a waiver from the members will be required. The issue was then thrown open for discussion.

Varied views from the members were given as under:

- ▶ Rules to be followed as given on website.
- ▶ The single nomination to be given Honorary Award.
- ▶ The nomination to be carried forward to next year i.e. 2012.
- ▶ Essence of the award will be lost as it is a motivating factor in case not given this year.

On voting, the majority of the members voted for the nomination to be carried over to 2012. President IAPTC directed the secretary to retain the nomination and carry forward to 2012.

#### b. Conference Considerations

The president IAPTC informed the members that the conference considerations will be forwarded to each participant by e-mail through the secretariat. These conference considerations will assist the participants in making/consolidating their take away notes.

#### c. IAPTC Newsletter

The president pointed out that the newsletter is of immense value to the IAPTC. He further emphasized that the purpose of including this point in the AGM agenda was to remind and urge the membership to peruse the last two newsletters which have been placed on the website by the secretariat. He also encouraged the membership to come forward enthusiastically with contributions to the newsletter to make it adequately reflective of the global nature of the IAPTC.

## d. Report by Secretary IAPTC

Col MK Bindal, the IAPTC secretary briefed the membership regarding the recent developments on the IAPTC website. He stated that the IAPTC membership records have been updated and are now truly reflective of the large IAPTC membership. He further stated that the website now had a feature where in the IAPTC newsletters are placed on the website home page. He also pointed out several new initiatives that have been taken by the secretariat to enhance the website in order to make it more dynamic and interactive. He informed the membership of the new features that included a section on news from members, recent papers and study reports, guidelines for the IAPTC and the IAPTC training award in particular. In the end he urged the membership to come forward with suggestions regarding further improving the website.

## e. Report by Consolidation and Development Committee (CDC)

Mr Jonas Alberoth informed the membership that the CDC has facilitated the active involvement of the honorary member to the Executive Committee (platform and financing); provided advice on the 2011 program and on Executive Committee meetings and issues; contributed to the development of an MOU between IAPTC and PKSOI; visited Helsinki to brief Finnish authorities on modalities of the annual IAPTC conference; revised the original guidelines for the training award and subsequently developed a new concept for the award; revised the guide to the annual conference; and, maintained contact with the Host, Presidency, and Executive Committee members in between conferences.

He further added that in 2012 CDC will continue to support the Presidency and Host in preparing for the 2012 conference, including development and management of the 2012 program. He also promised development of a generic IAPTC presentation that all members could use to inform others of the Association. Finally, he offered CDC assistance to the 2013 host and to future hosts, as required.

## Agenda 2. Articles of Association

The president highlighted to the membership that it was customary during the AGM to solicit from the membership any proposed changes to the Articles of Association of IATPTC. Since no changes were proposed, the motion was Proposed by MA Kalam, Recorded by Maj Gen TPS Waraich and Passed till 2012 Annual conference.

## Agenda 3. Suggestions for Theme 2012

The president IAPTC solicited proposals for 2012 Annual Conference. Following proposals were received from various members for the 2012 theme:

- ▶ **From Peacekeeping To Peace Building – Training Implication – Aspect Related to Training.**
- ▶ **SSR & DDR Training for Robust Peacekeeping.**
- ▶ **Leadership Training.**
- ▶ **Training for Transition from Peacekeeping to Peace Building.**
- ▶ **Peacekeeping vs Peace Building – A Comprehensive Approach, Training Implication and Challenges.**
- ▶ **Make Comprehensiveness in Training Real Visible.**
- ▶ **Inclusion of Development and Humanitarian Process in the Security Process and Training Process.**
- ▶ **Training on Sc 1325 with Respect to Peace & Security.**
- ▶ **Training for Senior Leadership at Strategic Level for Future Complex Mandates.**

The President stated that it was heartening to see so many suggestions for the theme in the AGM itself. He further urged the members to continue to suggest themes to the EC through the Secretariat for consideration by the EC during the planning meeting in March 2102.

## **Agenda 4. Hosts for 2013**

The president informed those in attendance that in accordance with the geographical rotation policy of the IAPTC annual conference venues it was the turn of Africa to host the IAPTC annual conference in 2013. Ambassador Soad Shalaby, Director, Cairo Centre for Training on Conflict Resolution in Africa (CCCPA) offered to host 2013 Annual IAPTC Conference pending Government approval.

## **Agenda 5. Members Views**

Professor Ximena Jimenez, France suggested that there should be more gender balance in the EC. President IAPTC clarified that EC is comprised of members who have submitted their nomination to the EC and that the EC looks forward to such nominations.

Gp Capt Keith Brackenbury, Asia Pacific Civil – Military Centre of Excellence, pointed out that max attendance on the Annual Conference was by the rich countries and as a result large numbers of countries were underrepresented especially from the Asia Pacific region. He further offered to sponsor participants for the next meeting.

One member suggested that seeing the increasing role of civilians on peace operations, there is a need to reach out to civilian organizations and NGOs to bring them into the IAPTC fold and assist in capacity building programs. Mr David Lightburn responded by commenting that at least six countries represented on the meeting have all three components viz mil, police and civil. He encouraged the members to look around and spread the word and encourage others to join IAPTC.

## **Agenda 6. Vote of Thanks to the Outgoing Executive Committee**

The president thanked the outgoing members of the EC and praised their efforts of the past one year. The outgoing members of the EC in 2011 are:

- Past President Assistant Commissioner Frank Prendergast, Australian Federal Police, Australia.
- Military Chair – Brig Gen Robert Kibochi, Director, International Peace Support Training, Kenya.
- Civilian Chair – Ambassador Soad Shalaby, CCCPA, Egypt.
- Civilian Police Chair – Lt Col Campos, CENCAMEX, Argentina.

## **Agenda 7. Welcome of the Incoming Executive Committee**

The president presented the new members of the EC for the year 2011-12.

- President Elect – Mr Taitto Petteri, Head of Training, CMC, Finland.
- Military Chair – Brig Gen Christopher Chellah, SADC, RPTC, Zimbabwe.
- Police Chair – Superintendent Terry Nunn, Counselor, Police Adviser, AFP, Australia.
- Civilian Chair – Andrea De Guttry, Director, International Research Laboratory on Conflict, Development and Global Politron, Italy.
- Pedagogical Chair – Harvey Langholtz, POTI, USA.
- UN Representative – Kevin S. Kennedy, Chief ITS, UNDPKO.

## **Agenda 8. Any other business**

David Lightburn apprised the members of a proposed new approach to the training award, which will be placed on the web site. The new approach is intended to overcome the difficulties of the past in obtaining nominations. The main change is that there will be no "one-winner"; rather, all who meet the requirements will be recognized. This recognition will be in the form of a certificate, plus the Secretariat will maintain a plaque with all of the names of those honoured. This plaque, like the flag, will be brought to,

and displayed, at every annual conference. In addition a 'Role of Honour' will be maintained on the web-site. He further proposed that the 'minimum of 3 nominations' no longer be a condition, given the more open approach to the award. When the membership was asked to comment on, and to approve this approach, the concept was agreed on a trial basis for the year.

In subsequent discussion, it was proposed that an IAPTC award be developed to recognize extra funding efforts by governments and specific hi-profile programs by organizations. Members interested in this idea were challenged to develop such a proposal further.

### **Closing Ceremony**

The President IAPTC thanked the members for their valuable suggestions and urged them to remain actively involved with the IAPTC community even after the conclusion of the annual conferences. He thanked everyone for the successful conduct of the IAPTC 2011 and expressed hope that the next year's meeting will be an even better one. He thanked and complimented the Hosts, PKSOI, for the brilliance and innovativeness in the field of research in Peace Ops. He also recalled some important landmarks/statements made during the conference and mulled over the successful conduct of the events day wise. He ended his closing remarks by thanking the secretariat, the hosts and all members of the IAPTC.

### **Change of Hands : IAPTC Flag**

The IAPTC flag was ceremoniously handed over to the New IAPTC President, Colonel Cliff Crofford, Director, PKSOI, USA.

### **Address by New IAPTC President, COL Cliff D. Crofford**

COL Crofford thanked the outgoing President for the guidance and leadership provided to IAPTC. He also thanked the EC and Col MK Bindal, Secy IAPTC for assisting and making the event successful. He welcomed the new EC. He reflected that he was awed by the experience and knowledge of 182 delegates from 129 organizations from 42 different countries. He promised to work closely with CMC Finland for the 2012 Annual Conference.

### **Final Address by Major General Gregg F. Martin, Commandant USAWC, USA**

General Martin appreciated the way the conference was conducted and told the members that personally, it was a great learning experience meeting the members and seeing their dedication. It motivated him and fired up his encouragement to go on. He also expressed satisfaction on the way the "how and what" of training were discussed. He cautioned that some key focus areas should not lose sight of: standardization (yet remaining adaptable), capacity building of local leadership, recognition of partnership, and resolution of issues through the IAPTC forum. He also presented a memento to the outgoing President IAPTC, Brig Gen Abul Basher Imamuzzaman, Commandant, BIPSOT, Bangladesh.

### **Presentation by Host 2012**

President Elect Mr. Petteri Taitto, CMC Finland, gave a short presentation on Helsinki, the venue of 2012 IAPTC Annual Conference and invited the members to the event. He further announced the dates of ECM on 26 to 30 March 2012 and Annual Conference on 17 to 20 September 2012.

With this the 17th IAPTC Annual Conference was closed.

# Remarks Following Handover Ceremony by Colonel Cliff Crofford



MG Martin, BG Imamuzzaman, Executive Committee members, distinguished guests, and ladies and gentlemen: good morning. It is indeed a great honor for me to accept the responsibility as President of the International Association of Peacekeeping Training Centres. In any position such as this, it is always difficult to follow someone as experienced and skilled as BG Imam. I would like to thank him for his tremendous leadership guiding the IAPTC over the past year, and his superb support of this year's conference.

I would like to thank the members of the Executive Committee for the time and effort they put into assisting this robust association to bring together the ideas and key speakers that make such an annual conference constructive and challenging for us all. I would also like to thank the members of the Secretariat for their continued support in providing the continuity and stability that this organization relies on year after year.

At this time, I would like to take the opportunity to welcome the new Executive Committee. I sincerely look forward to working with you in the coming year. I hope you have found this year's conference to be rewarding, but at the same time challenging as you travel back home to move forward with your training endeavors. I must admit I am quite in awe of the diversity and incredible experience represented among this year's 182 delegates from 42 countries and 129 organizations that attended the conference over the last few days.

The strength of this association is exactly reflected in this amazing diversity—both by regions across the world, and by function whether you represent the military, police, civilians, or educators. I believe this makes our association a unique forum to address the many difficult training issues facing the intrepid men and women as they prepare for the critically important mission of peacekeeping. Of course, gathering in such a forum would be of little use without the robust engagement I have witnessed during our assemblage. For this, I must thank and commend you all as the real substance and value of the IAPTC.

In General Martin's opening remarks for the conference, he challenged us all to develop new relationships and meet new colleagues during this conference. I hope you all have been able to do just that so you can take back not only ideas and concepts, but also friendships that you have made this week and use them to propel your efforts toward improving worldwide peace training. As General Martin mentioned at Wednesday's dinner, we must continually strive to work together at the "speed of trust."

As we look forward to our next Annual Conference, I would like to congratulate our colleagues from Finland who will host in September 2012. They have already done some impressive work preparing for the next conference and I look forward to working closely with them in the coming months. I would certainly be remiss if I did not thank the incredible teams who worked so diligently to organize and execute this year's conference.

I know this will embarrass them, but I would like to have our teammates from the US Army War College, PKSOI and the Center for Civil Military relations (CCMR) to please stand so we can recognize you. I noticed COL Tim Loney did not stand up. Tim, please stand up. I would like to extend a special thanks to him for his tireless efforts to plan and coordinate this conference. Please join me in a round of applause for these individuals who have worked diligently to make this year's conference possible.

Of course, the nature of our association means that we are a team in all we do. As such, I must express my most sincere appreciation to the outstanding speakers, moderators, and panelists for their outstanding contributions to this year's Annual IAPTC Conference.

Finally, I would like to thank you all for taking the time out of your busy schedules to gather with us in Central Pennsylvania. I hope you have enjoyed your time in Harrisburg and Carlisle Barracks and found this to be a productive few days. I wish you all safe travels as you return home, and I hope to see you all in Helsinki in September 2012, if not before. Thank you again for your tremendous participation in this year's conference and I wish you and your families all the very best. Thank you.

# Closing Remarks

by Maj. Gen. Gregg F. Martin

Ladies and Gentlemen, Executive Committee and members of the International Association of Peacekeeping Training Centres, and friends:

The past few days have been both exciting and exhausting, as we gathered together to delve into the hardest aspects of providing for global stability and peace. Our discussions included the difficult issues of the 'how' and 'what' of training for the increasingly large spectrum of peacekeeping expectations, as well as who should be trained and at what levels of proficiency.

Amongst the observations that emerged this week is the recommendation to establish standardized peacekeeping training in various functional areas, yet remain adaptable and flexible to country, region, or mission-specific practices and requirements. Another observation from this week is that successful capacity development of local leadership and governance—often the surest path to stability and peace—is dependent on our peacekeepers appreciating and supporting local leadership when and where appropriate—and their trust in us to do the right things.

The strongest theme of the week, however, is that of recognition that our community of peacekeeping practitioners, represented here by you, the IAPTC, must continue to facilitate our partnerships and relationships between ourselves and other organizations and associations that care about prevention and peaceful resolutions of conflict.

I now want to recognize our IAPTC President, Brigadier General Abul Basher Imamuzzaman, Commandant, Bangladesh Institute of Peace Support Operation Training.

General Imam, please join me here.

While General Imam was introduced earlier this week, on behalf of the U.S. Army and the United States government, I want to take a moment to share my appreciation for both your professionalism and leadership in this past year as you served as the President of this Association. The IAPTC has such an important mission and focus with a membership spans the globe as well as enjoys a diversity of talent, experience, and education. The IAPTC was fortunate in your acceptance of this position of the past year as well as your passion for peace.

Please accept this gift as our regard for you and your service and wise strong leadership.



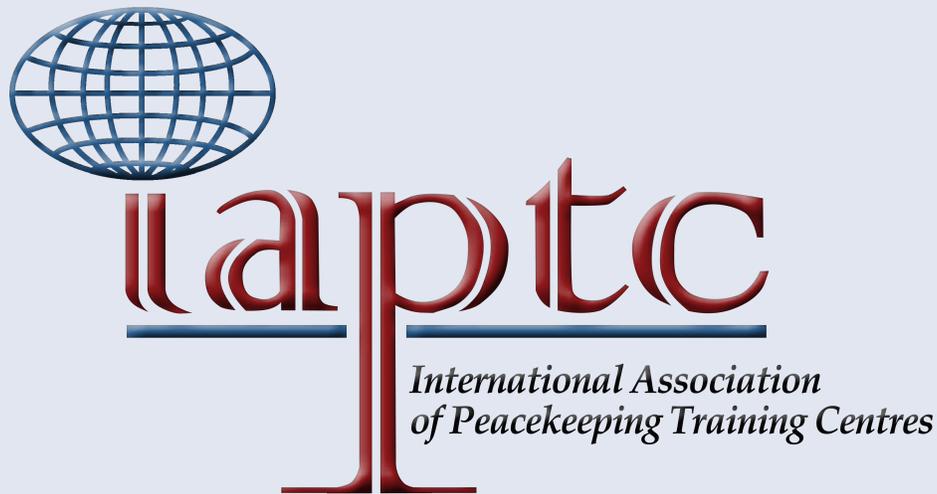
## ANNEX A: A Day Trip to Gettysburg

On the last day of the annual conference participants were treated to a field trip to one of the most historic battlefields in American history—Gettysburg—in rural Pennsylvania. This important battle led to the Northern forces achieving the strategic initiative in the long and bloody American Civil War. Over 68 international guests who attended the conference took part in the day's activities.

Highlights of the tour consisted of key stops at Reynolds Statue, where tribute is paid to Major General John Fulton Reynolds, who was the highest ranking officer killed at the Battle of Gettysburg and one of the most senior in the Civil War. His decision to commit his infantry west of Gettysburg set the course of the fighting, but his early death in the battle was a serious blow to the Union Army. The second stop was Oak Ridge Tower on the northwest of the town of Gettysburg, which was the scene of the first day's battle. This tower allows a view of the entire area. The third stop was Confederate Avenue Tower, where LTG Gen. James Longstreet's First Corps was responsible for attacking the left flank of the Union line. The fourth stop was the Minnesota Monument where the charge of the Regiment from Minnesota broke the Confederate ranks and stalled the Southerners long enough for Union reinforcements to arrive. The last stop on the battlefield tour was at the Angle, where General Armistead closed in on the Federal Line just south of the now famous Angle along Cemetery Ridge to face the Union forces. The courage necessary to march into the defenses of any foe is immense, and General Armistead's troops displayed tremendous courage that day. Many did not return from the field of battle.

The next stop on the tour was the Welcome Center, where our participants had the opportunity to purchase memorabilia from the historic battlefield. After the Welcome Center the group spent a couple hours at some of the local shopping outlets in Gettysburg that provide many popular manufactured items. Discussions with many of the participants during and after the day's events were extremely positive, and they enjoyed the opportunity to see some of the many historic landmarks of our American history.





The International Association of Peacekeeping Training Centers (IAPTC) was originally founded in 1995 at the Pearson Peacekeeping Training Centre in Canada. Since the IAPTC's inception, its motto has been "dedication to the achievement of excellence," and its aim has been achieving communication and information exchange between the different peacekeeping centers and/or among people responsible for, and interested in, peacekeeping training. The IAPTC promotes better understanding of peacekeeping, its goals and objectives, and of the methods used in training for peace operations of all types. The Association has the additional advantage of allowing centers to minimize duplication of their efforts, facilitating further specialization, and sharing of responsibility. The IAPTC offers peacekeeping training center personnel a forum for discussions relating to training without their having to deal with national interests (and sometimes restrictions). Each year, there is an annual conference hosted on a regional basis, with a theme proposed by members and developed by the IAPTC EC in cooperation with the annual conference host.

### **Previous Hosts:**

1. 1995—Inaugural Meeting, Pearson Peacekeeping Center, Canada
2. 1996—Scuola Superiore S. Anna, Pisa, Italy
3. 1997—Foundation for International Studies, Valletta, Malta
4. 1998—Norwegian Institute of International Affairs, Oslo, Norway
5. 1999—Pearson Peacekeeping Center, Canada
6. 2000—African Center for Constructive Resolution of Disputes, South Africa
7. 2001—United Nations University, Tokyo, Japan
8. 2002—CAECOPAZ, Buenos Aires, Argentina
9. 2003—Wertheim Police Academy, Germany
10. 2004—Kofi Annan International Peacekeeping Training Center, Ghana
11. 2005—Center for United Nations Peacekeeping, India
12. 2006—CECOPAZ, Santiago, Chile
13. 2007—Folke Bernadotte Academy, Stockholm, Sweden
14. 2008—National Defense College, Abuja, Nigeria
15. 2009—Australian Federal Police/Australian Defense Force, Sydney, Australia
16. 2010—Bangladesh Institute of Peace Support Operations, Dhaka, Bangladesh
17. 2011—Peacekeeping and Stability Operations Institute, Carlisle, PA, USA



As the second oldest active military post in the United States, Carlisle Barracks is among the most historic of American military installations. During more than two centuries of distinguished service to the nation, Carlisle Barracks has been home to many military schools and has supported a variety of operations and civilian activities.

In the 1700s, the Barracks served to protect settlers in central Pennsylvania and support operations during the French and Indian Wars. It also served as a key installation during the War of Independence and as a base of operations for President Washington during the Whiskey Rebellion of 1794. The Hessian Powder Magazine Museum, built in 1777 by Hessian prisoners, survives today as a reminder of the Barracks' role in that seminal period of American history. In the 1800s, the Barracks served as a recruiting and basic training center, and subsequently became home to the Cavalry and Infantry School. During the American Civil War (1861 - 1865), Confederate General Jeb Stuart, a graduate of the Cavalry and Infantry Schools, shelled and burned Carlisle Barracks while supporting the Confederate forces at Gettysburg.

During the latter half of the 19<sup>th</sup> Century, the Barracks served as the home of the Carlisle Indian School. This noble social experiment was designed to "educate rather than subjugate" the Native Americans. The highlight of the period was the unparalleled athletic achievements of Jim Thorpe and Coach "Pop" Warner. The Indian School closed in 1917 when the post was turned back to the Army for use during World War I. From that time until 1951, the Barracks served as the home of many Army service schools including the Adjutant General, Chaplain, Information, Security, Military Police, and Medical Field.

The U.S. Army War College was established by General Order 155 on 27 November 1901. Secretary of War, Elihu Root, laid the college's Roosevelt Hall cornerstone, at Washington Barracks, (now Fort Leslie J. McNair) on February 21, 1903. In his dedication speech, Root challenged the new institution – *"not to promote war, but to preserve peace by intelligent and adequate preparation to repel against aggression, through studying and conferring on the great problems of national defense, military science, and responsible command."* This challenge has guided the Army War College throughout its more than 110 years. The College remained in Washington until World War II, was closed from 1940-1950, and reopened for one year at Fort Leavenworth, Kansas, prior to moving to its current location, Carlisle Barracks, Carlisle, Pennsylvania, in 1951.



## 17th Annual Conference Agenda

Crowne Plaza Hotel  
23 S Second St  
Harrisburg, PA 17101  
(717) 234-5021

United States Army War College  
122 Forbes Ave  
Carlisle, PA 17013  
(717) 245-3722

### Monday, 14 November

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Uniform and Dress Attire: Casual attire (slacks and collared shirt).

**0600-1930 Arrivals/Registration**  
Crowne Plaza, Lobby

**1530-1730 Executive Committee Meeting (Select Participants Only)**  
Crowne Plaza, Ballroom D

**1930-2130 Ice Breaker**  
Crowne Plaza, Pennsylvania Ballroom

### Tuesday, 15 November

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Uniform and Dress Attire: Business attire (coat and tie for gentlemen and comparable attire for ladies).

Members of the military and police are encouraged to wear dress uniform with coat and tie or tunic (US equivalent of Class A).

**0730-0830 Breakfast**  
Crowne Plaza, Ballroom B & C

**0830-0845 Buses depart for USAWC**  
Crowne Plaza, Chestnut Street Exit

- 1000-1010 Program Orientation and Administrative Brief – COL Tim Loney**  
Bliss Hall Auditorium
- 1010-1020 Opening of the IAPTC – BG Imamuzzaman**  
Bliss Hall Auditorium
- 1020-1030 Welcome to Carlisle Barracks – MG Gregg Martin**  
Bliss Hall Auditorium
- 1030-1110 Guest Speaker – DAS Victoria K. Holt**  
Bliss Hall Auditorium
- 1110-1115 Administrative remarks**  
Bliss Hall Auditorium
- 1115-1130 Group Photo**  
Upton Hall Stairway Entrance
- 1130-1235 Lunch**  
Letort View Community Center (LVCC)
- 1235-1320 Vision 2020 – Mr. Jean-Marie Guéhenno**  
Bliss Hall Auditorium
- 1320-1405 Evolving Peacekeeping Training Challenges – ASG Anthony Banbury**  
Bliss Hall Auditorium
- 1405-1435 Break**  
Bliss Hall Foyer
- 1435-1535 The View from New York – Mrs. Izumi Nakamitsu**  
Bliss Hall Auditorium
- 1535-1550 IAPTC Concept and Program Update**  
Bliss Hall Auditorium
- 1550-1600 Administrative Remarks**  
Bliss Hall Auditorium
- 1630-1645 Buses Depart for AHEC**

- 1645-1845 Ideas Bazaar/Dinner**  
Army Heritage and Education Center
- 1845-1900 Buses Depart for Crowne Plaza**
- 1930-2030 Executive Committee Meeting (Select Participants Only)**  
Crowne Plaza, Ballroom D

### **Wednesday, 16 November**

Uniform and Dress Attire: Business attire (coat and tie for gentlemen and comparable attire for ladies). Members of the military and police are encouraged to wear their dress uniform without coat as appropriate (US equivalent of Class B).

- 0630-0730 Breakfast**  
Crowne Plaza, Ballroom B&C
- 0730-0745 Buses Depart for USAWC**  
Crowne Plaza, Chestnut Street Exit
- 0830-0930 Sub-Theme I: “Identifying future education and training challenges and requirements”**  
Bliss Hall Auditorium
- Moderator – Ms. Suzanne Monaghan  
BG Abul Basher Imamuzzaman  
Assistant Commissioner Frank Prendergast  
Mr. Kevin Kennedy
- 0930-1000 Plenary Discussion**  
Bliss Hall Auditorium
- 1000-1005 Administrative Remarks**  
Bliss Hall Auditorium
- 1005-1030 Break**  
Bliss Hall Foyer and Hall of Flags
- 1030-1130 Sub-Theme I Functional Breakout Groups**  
Military Functional Group - Bliss Hall  
Police Functional Group – Wil Washcoe  
Civilian Functional Group – Bradley Auditorium, Upton Hall

- 1140-1200 Sub-Theme I Backbriefs**  
Bliss Hall Auditorium
- 1200-1220 Sub-Theme I Plenary Panel Discussion and Summary**  
Bliss Hall Auditorium
- 1220-1230 Administrative Remarks**  
Bliss Hall Auditorium
- 1230-1330 Lunch**  
Letort View Community Center (LVCC)
- 1330-1415 Regional Groups**  
Letort View Community Center (LVCC)
- 1415-1500 Regional Group Discussion and Reports**  
Bliss Hall Auditorium
- 1500-1515 Break**  
Bliss Hall Foyer
- 1515-1715 Special Training Items**  
Bliss Hall Auditorium  
Harmonized Approach to Training – Dr. Annalisa Creta  
Protection of Civilians – Ms. Amy Rosnell  
Japan’s Efforts in Evolving Peace Operations- Minister Kazutoshi Aikawa
- 1715-1800 Social Hour (Cash Bar Available)**  
Letort View Community Center (LVCC)
- 1800-2100 Dinner**  
Letort View Community Center (LVCC)
- 2100 Buses Depart for Crowne Plaza**

**Thursday, 17 November**

Uniform and Dress Attire: Business attire (coat and tie for gentlemen and comparable attire for ladies). Members of the military and police are encouraged to wear their dress uniform without coat as appropriate (US equivalent of Class B).

- 0630-0730 Breakfast**  
Crowne Plaza, Ballroom B&C

**0730-0745 Buses Depart for USAWC**  
Crowne Plaza, Chestnut Street Exit

**0830-0930 Sub-Theme II: “Identifying possibilities subject areas and methodologies”**  
Bliss Hall Auditorium  
Moderator – Mr. Jonas Alberoth  
MG (Ret) Robert Gordon  
Mr. David Lightburn  
Mr. Peterri Taitto

**0930-1000 Plenary Discussion**  
Bliss Hall Auditorium

**1000-1030 Break**  
Bliss Hall Foyer and Hall of Flags

**1030-1130 Sub-Theme II Multifunctional Breakout Groups**

Group 1	Bliss Hall
Group 2	Wil Washcoe
Group 3	C233
Group 4	C229
Group 5	C207
Group 6	C211

**1130-1220 Sub-Theme II Backbriefs**  
Bliss Hall Auditorium

**1220-1230 Sub-Theme II Plenary Panel Summary**  
Bliss Hall Auditorium

**1230-1345 Lunch**  
Letort View Community Center (LVCC)

**1345-1500 Thematic Discussions**

Cross-Cultural Competence –  
Dr. Kimberly Hudson C233  
Protection of Civilians Initiatives Inclusive MARO and Civilian Casualties –  
Mr. Dwight Raymond Bliss Hall  
Formed Police Units and the Protection of Civilians –  
Colonel Francesco Bruzese del Pozzo Wil Washcoe  
Peace Gaming Simulation in Kyrgyzstan using UK’s Defence Science and  
Technology Laboratory Peace Support Operations Model –

LTC Christopher Nannini and Dr. Alejandro Hernandez C229  
Building Integrity and Anti-corruption Training, Implications to Peacekeeping –  
Mr. Nick Seymour C207

**1500-1530 Break**

Bliss Hall Foyer and Hall of Flags

**1530-1600 Thematic Discussions Backbrief**

Bliss Hall Auditorium

**1600-1630 2012 Host Presentation**

Bliss Hall Auditorium

**1630-1730 Executive Summary**

Bliss Hall Auditorium

**1730-1745 Buses Depart for Crowne Plaza**

**1930-2130 Executive Committee Meeting**

Crowne Plaza, Ballroom D

**Friday, 18 November**

Uniform and Dress Attire: Seasonal appropriate casual attire and comfortable shoes for the cultural event.

**0700-0800 Breakfast**

Crowne Plaza, Grand Ballroom

**0800-1030 IAPTC 2011 Annual General Meeting**

Crowne Plaza, Grand Ballroom

**1100-1115 Buses Depart for Cultural Event**

Crowne Plaza, Chestnut Street Exit

**1115-2130 Cultural Event**

Gettysburg National Military Park

**Saturday, 19 November**

Uniform and Dress Attire: Casual attire.

**0600-1930 Departures**

Crowne Plaza Lobby

# ANNEX E: IAPTC Attending Organizations

Country/Region	Company / Organization	Website
Argentina	Argentinian National Gendarmerie	<a href="http://www.fiep.org/">www.fiep.org/</a>
Argentina	Centro Argentino de Entrenamiento Conjunto para Operaciones de Paz (CAECOPAZ)	<a href="http://www.caecopaz.mil.ar">www.caecopaz.mil.ar</a>
Australia	Asia Pacific Civil-Military Centre of Excellence (APCMCOE)	<a href="http://civmilcoe.gov.au/">civmilcoe.gov.au/</a>
Australia	Australian Defence Force Peace Operations Training Centre	
Australia	Australian Department of Defence	<a href="http://www.defence.gov.au/">www.defence.gov.au/</a>
Australia	Australian Federal Police	<a href="http://www.afp.gov.au/">www.afp.gov.au/</a>
Australia	Australian Institute of Police Management	<a href="http://www.aipm.gov.au/">www.aipm.gov.au/</a>
Australia	Peace Operations Training Institute	<a href="http://www.peaceopstraining.org/">www.peaceopstraining.org/</a>
Austria	Austrian Armed Forces International Centre (AUTINT)	<a href="http://www.bmlv.gv.at/english/forces/autint/index.shtml">www.bmlv.gv.at/english/forces/autint/index.shtml</a>
Bangladesh	Bangladesh Institute of Peace Support Operation Training (BIPSOT)	<a href="http://www.bipsot.net/">www.bipsot.net/</a>
Botswana	Southern African Development Community's Regional Peacekeeping Training Centre (SADC RPTC)	<a href="http://www.sadc.int/rptc/">www.sadc.int/rptc/</a>
Bolivia	Peacekeeping Center and Consulting	<a href="http://www.peacekeeping-center.org/">www.peacekeeping-center.org/</a>
Bosnia and Herzegovina	Peace Support Operations Training Centre (PSOTC)	<a href="http://www.psotc.org">www.psotc.org</a>
Brazil	Brazilian Army	<a href="http://www.exercito.gov.br/">www.exercito.gov.br/</a>
Brazil	Brazilian Peacekeeping Joint Center (CCOPAB)	
Brazil	Ministry of Defense	<a href="http://www.defesa.gov.br/">www.defesa.gov.br/</a>
Cameroon	Cameroon Radio and Television	<a href="http://www.crtv.cm">www.crtv.cm</a>
Canada	Foreign Affairs and International Trade (DFAIT)	<a href="http://www.international.gc.ca/index.aspx">www.international.gc.ca/index.aspx</a>
Canada	Peace Support Training Centre (PSTC)	<a href="http://armyapp.dnd.ca/pstc-cfsp/default-eng.asp">armyapp.dnd.ca/pstc-cfsp/default-eng.asp</a>
Canada	Royal Canadian Mounted Police	<a href="http://www.rcmp-grc.gc.ca">www.rcmp-grc.gc.ca</a>
Chile	Chilean Air Force (FACH)	<a href="http://www.fach.cl/">www.fach.cl/</a>
Chile	Chilean Joint Peacekeeping Operations Centre	<a href="http://www.cecopac.cl/ingles/index_english.htm">www.cecopac.cl/ingles/index_english.htm</a>
Chile	Chilean Navy	<a href="http://www.armada.cl/prontus_armada/site/edic/base/port/armada_ingles.html">www.armada.cl/prontus_armada/site/edic/base/port/armada_ingles.html</a>
Chile	US Army Command and General Staff College	<a href="http://usacac.army.mil/cac2/CGSC/index.asp">usacac.army.mil/cac2/CGSC/index.asp</a>
China	China Peacekeeping Police Training Center	<a href="http://www.mps.gov.cn/n16/n983040/n1372264/n1372567/1501154.html">www.mps.gov.cn/n16/n983040/n1372264/n1372567/1501154.html</a>
China	Ministry of Public Security	<a href="http://big5.mps.gov.cn/SunIT/www.mps.gov.cn/English/index.htm">big5.mps.gov.cn/SunIT/www.mps.gov.cn/English/index.htm</a>
China	People's Liberation Army Peacekeeping Center	<a href="http://eng.mod.gov.cn/Peacekeeping/index.htm">eng.mod.gov.cn/Peacekeeping/index.htm</a>
Denmark	Danish Army	<a href="http://forsvaret.dk/hok/Pages/default.aspx">forsvaret.dk/hok/Pages/default.aspx</a>
Ecuador	Ecuadorean Armed Forces/ ALCOPAZ	<a href="http://www.alcopaz.org">www.alcopaz.org</a>
Egypt	Cairo Regional Center for Training on Conflict Resolution in Africa (CCCPA)	<a href="http://www.cairopeacekeeping.org/">www.cairopeacekeeping.org/</a>
Finland	Crisis Management Centre Finland (CMC Finland)	<a href="http://www.cmcfinland.fi">www.cmcfinland.fi</a>
Finland	Finnish Defence Forces International Centre (FINCENT)	<a href="http://www.fincen.fi/">www.fincen.fi/</a>
Finland	Permanent Mission of Finland to the United Nations	<a href="http://www.finlandun.org/enCached - Similar">www.finlandun.org/enCached - Similar</a>
Finland	Permanent Mission of Finland to the United Nations	<a href="http://www.finlandun.org/en">www.finlandun.org/en</a>
Germany	Bundespolizei (BPOL)	<a href="http://www.bundespolizei.de/">www.bundespolizei.de/</a>
Germany	Center for International Peace Operations (ZIF)	<a href="http://www.zif-berlin.org/en/home.htmlCached - Similar">www.zif-berlin.org/en/home.htmlCached - Similar</a>
Germany	German Armed Forces Command and Staff College	<a href="http://www.fueakbw.de">www.fueakbw.de</a>
Germany	Germany UN Training Centre	<a href="http://www.vnausbzbw.de/">www.vnausbzbw.de/</a>
Ghana	Kofi Annan International Peacekeeping Training Centre	<a href="http://www.kaiptc.org/">www.kaiptc.org/</a>
Guatemala	Peacekeeping Operations Regional Training Command	
Hungary	Hungarian Defence Forces	<a href="http://www.kormany.hu/hu">www.kormany.hu/hu</a>
Hungary	International Training & Civilian Crisis Management Centre	<a href="http://www.nokitc.hu/english/bemutakozas.html">www.nokitc.hu/english/bemutakozas.html</a>
India	Centre for United Nations Peacekeeping (CUNPK)	<a href="http://www.usiofindia.org/CUNPK/">www.usiofindia.org/CUNPK/</a>
Italy	Center of Excellence for Stability Police Units (CoESPU)	<a href="http://www.carabinieri.it/Internet/Arma/CoESPU/spazioweb.esercito.difesa.it/siti_scuole/torino/html/pcp/eng/epcohptm">www.carabinieri.it/Internet/Arma/CoESPU/spazioweb.esercito.difesa.it/siti_scuole/torino/html/pcp/eng/epcohptm</a>
Italy	Post-Conflict Study Centre	
Italy	Scuola Superiore Sant'Anna	<a href="http://www.sssup.it">www.sssup.it</a>
Japan	Hiroshima Peacebuilders Center	<a href="http://www.peacebuilderscenter.jp/eng/index_e.html">www.peacebuilderscenter.jp/eng/index_e.html</a>
Japan	International Peace Cooperation Activities Training Unit	<a href="http://www.mod.go.jp/gsd/crf/ipca/unit_main-j/unit_main-j.htm">www.mod.go.jp/gsd/crf/ipca/unit_main-j/unit_main-j.htm</a>

# ANNEX E: Attending Organizations

Country/Region	Company / Organization	Website
Japan	Japan Peacekeeping Training and Research Center	<a href="http://www.mod.go.jp/js/jsc/jpc/jsc/index.html">www.mod.go.jp/js/jsc/jpc/jsc/index.html</a>
Japan	Ministry of Foreign Affairs	<a href="http://www.mofa.go.jp/">www.mofa.go.jp/</a>
Japan	Secretariat of the International Peace Cooperation Headquarters	<a href="http://www.pko.go.jp/PKO_E/pko_main_e.html">www.pko.go.jp/PKO_E/pko_main_e.html</a>
Kenya	International Peace Support Training Centre (IPSTC)	<a href="http://www.ipstc.org/">www.ipstc.org/</a>
Liberia	Liberia National Police	
Mali	Ecole de Maintien de la Paix Alioune Blondin Beye de Bamako	<a href="http://www.empbamako.org/">www.empbamako.org/</a>
Nigeria	Environmental AID Nigeria (EAN)	
Nigeria	National Defence College, Abuja Nigeria	<a href="http://www.ndc.gov.ng">www.ndc.gov.ng</a>
Nigeria	Nigerian Army	<a href="http://www.nigerianarmymys.org/index.php">www.nigerianarmymys.org/index.php</a>
Norway	Dammen Consultants Norway	<a href="http://www.dialog4peace.no/dcn/Welcome.html">www.dialog4peace.no/dcn/Welcome.html</a>
Norway	Mission of Norway to the UN	<a href="http://www.norway-un.org/">www.norway-un.org/</a>
Norway	Norwegian Defence International Centre (NODEFIC)	<a href="http://www.iddrtg.org/nodefic.htm">www.iddrtg.org/nodefic.htm</a>
Norway	Norwegian National Police Directorate	<a href="http://www.politi.no/">www.politi.no/</a>
Norway	Norwegian Police University College	<a href="http://www.phs.no/en/">www.phs.no/en/</a>
Paraguay	El Centro de Entrenamiento Conjunto de Operaciones de Paz (CECOPAZ)	<a href="http://www.caecopaz.mil.ar">www.caecopaz.mil.ar</a>
Peru	Peruvian Joint Peacekeeping Operation Training Centre	
Phillipines	Armed Forces of the Phillipines PK Ops Ctr	<a href="http://www.facebook.com/AFPPeacekeepingOpns">www.facebook.com/AFPPeacekeepingOpns</a>
Sierra Leone	Sierra Leone Police Force	<a href="http://www.sierraleonepolice.org">www.sierraleonepolice.org</a>
Singapore	Singapore Police Force	<a href="http://www.spf.gov.sg/">www.spf.gov.sg/</a>
South Africa	ACCORD	<a href="http://www.accord.org.za">www.accord.org.za</a>
South Africa	Institute for Security Studies (ISS)	<a href="http://www.iss.co.za/">www.iss.co.za/</a>
South Africa	South African National Defence Force (SANDF)	<a href="http://www.dod.mil.za">www.dod.mil.za</a>
South Korea	Korea National Police Agency	<a href="http://www.police.go.kr/eng/index">www.police.go.kr/eng/index</a>
Sweden	Folke Bernadotte Academy	<a href="http://www.folkebernadotteacademy.se">www.folkebernadotteacademy.se</a>
Sweden	Swedish Armed Forces	<a href="http://www.forsvarsmakten.se/en/">www.forsvarsmakten.se/en/</a>
Sweden	Swedish Armed Forces International Centre (SWEDINT)	<a href="http://www.forsvarsmakten.se/en/Swedish-Armed-Forces-International-Centre/">www.forsvarsmakten.se/en/Swedish-Armed-Forces-International-Centre/</a>
Sweden	Swedish Army Life Guards	<a href="http://www.forsvarsmakten.se/en/Organisation/Training-units/Life-Guards-LG/">www.forsvarsmakten.se/en/Organisation/Training-units/Life-Guards-LG/</a>
Sweden	Swedish National Bureau of Investigation	<a href="http://www.polisen.se/en/Languages/The-Swedish-Police/Direction-/National-Criminal-Police-/">www.polisen.se/en/Languages/The-Swedish-Police/Direction-/National-Criminal-Police-/</a>
Sweden	Swedish Police	<a href="http://www.polisen.se">www.polisen.se</a>
Sweden	Swedish Prison and Probation Service Headquarters	<a href="http://ww.kriminalvarden.se/">ww.kriminalvarden.se/</a>
Switzerland	Swiss Federal Department of Foreign Affairs	<a href="http://www.eda.admin.ch/eda/en/home.html/">www.eda.admin.ch/eda/en/home.html/</a>
Thailand	Royal Thai Armed Forces	<a href="http://www.schq.mi.th/">www.schq.mi.th/</a>
Thailand	Royal Thai Armed Forces Peace Operations Center	<a href="http://www.schq.mi.th/">www.schq.mi.th/</a>
The Netherlands	School of Peace Operations	<a href="http://www.defensie.nl/landmacht">www.defensie.nl/landmacht</a>
United Kingdom	Transparency International	<a href="http://www.transparency.org.uk/">www.transparency.org.uk/</a>
United Kingdom	UK Stabilisation Unit	<a href="http://www.stabilisationunit.gov.uk/">www.stabilisationunit.gov.uk/</a>
United Nations	UN Office for the Coordination of Humanitarian Affairs (OCHA)	<a href="http://www.unocha.org/">www.unocha.org/</a>
United Nations	United Nations	<a href="http://www.un.org/en/">www.un.org/en/</a>
United Nations	United Nations Department of Peacekeeping Operations (UNDPKO)	<a href="http://www.un.org/en/peacekeeping/about/dpko/">www.un.org/en/peacekeeping/about/dpko/</a>
USA	Women, Peace and Security Resources LLC	<a href="http://www.facebook.com/pages/Women-Peace-and-Security-Resources-LLC/283319155081316">www.facebook.com/pages/Women-Peace-and-Security-Resources-LLC/283319155081316</a>
USA	162nd Infantry Brigade	<a href="http://www.jrtc-polk.army.mil/Transition_team/162nd_INF_BDE.html">www.jrtc-polk.army.mil/Transition_team/162nd_INF_BDE.html</a>
USA	Air Force Culture & Language Center	<a href="http://www.culture.af.mil/">www.culture.af.mil/</a>
USA	Army Irregular Warfare Fusion Cell	<a href="http://usacac.army.mil/cac2/MCCOE/IWFCMission.asp">usacac.army.mil/cac2/MCCOE/IWFCMission.asp</a>
USA	Army National Guard	<a href="http://www.arng.army.mil/">www.arng.army.mil/</a>
USA	Asymmetric Warfare Group (AWG)	<a href="http://www.awg.army.mil">www.awg.army.mil</a>
USA	Center for Army Lessons Learned	<a href="http://call.army.mil/">call.army.mil/</a>
USA	Center for Civil-Military Relations	<a href="http://www.ccmr.org/">www.ccmr.org/</a>
USA	Center for Disaster & Humanitarian Assistance Medicine (CDHAM)	<a href="http://www.cdham.org/">www.cdham.org/</a>
USA	Creative Associates International	<a href="http://www.creativeassociatesinternational.com/">www.creativeassociatesinternational.com/</a>

# ANNEX E: Attending Organizations

Country/Region	Company / Organization	Website
USA	Creative Associates International	<a href="http://www.creativeassociatesinternational.com/">www.creativeassociatesinternational.com/</a>
USA	Defense Institute of International Legal Studies	<a href="http://www.diils.org/">www.diils.org/</a>
USA	EarthSea	
USA	George Mason University	<a href="http://www.gmu.edu/">www.gmu.edu/</a>
USA	IDS International	<a href="http://www.idsinternational.net/">www.idsinternational.net/</a>
USA	Mission Command Center for Excellence	<a href="http://usacac.army.mil/cac2/">http://usacac.army.mil/cac2/</a>
USA	Mission Command Training Program	<a href="http://usacac.army.mil/cac2/MCTP/">usacac.army.mil/cac2/MCTP/</a>
USA	Naval Post-Graduate School	<a href="http://www.nps.edu/">www.nps.edu/</a>
USA	Office of the Secretary of Defense	<a href="http://www.defense.gov/osd/">www.defense.gov/osd/</a>
USA	Strategic Studies Institute	<a href="http://www.strategicstudiesinstitute.army.mil">www.strategicstudiesinstitute.army.mil</a>
USA	The Cente for Civil-Military Relations (CCMR)	<a href="http://www.ccmr.org/">www.ccmr.org/</a>
USA	U.S. Army Peacekeeping and Stability Operations Institute (PKSOI)	<a href="http://pksoi.army.mil/">pksoi.army.mil/</a>
USA	U.S. Army South	<a href="http://www.usarso.army.mil/">www.usarso.army.mil/</a>
USA	U.S. Army War College	<a href="http://www.carlisle.army.mil/">www.carlisle.army.mil/</a>
USA	U.S. Central Command	<a href="http://www.centcom.mil/">www.centcom.mil/</a>
USA	U.S. Department of State	<a href="http://www.state.gov/">www.state.gov/</a>
USA	U.S. Pacific Command	<a href="http://www.pacom.mil/">www.pacom.mil/</a>
USA	Western Hemisphere Institute for Security Cooperation	<a href="http://www.benning.army.mil/tenant/whinsec/">www.benning.army.mil/tenant/whinsec/</a>
Zimbabwe	African Civilian Response Capacity for Peace Support Operations (AFDEM)	<a href="http://www.afdem-africa.org/">www.afdem-africa.org/</a>

# ANNEX F: 17th Annual IAPTC Delegate List

Title / Rank	First Name	Last Name	Company / Organization	Position	Country/Region
Mr.	Festus	Aboagye	Institute for Security Studies	Senior Research Fellow	Africa
Mr.	Kenneth	Abotsi	Kofi Annan Int. Peacekeeping Training	Technical Expert	Republic of
Mr.	John	Agoglia	IDS International	Vice President Operations and Gov't	USA
Major	Sumon	Ahmed	BIPSOT, Bangladesh Army	General Staff Officer -2 (Planning and Coordination)	Bangladesh
Mr.	Yasuaki	Aihara	PKO Secretariat Cabinet Office Gov. Japan	Deputy Director	Japan
Minister	Kazutoshi	Aikawa	Ministry of Foreign Affairs	Minister of Permanent Mission of Japan to the UN	Japan
Mr.	Kazutoshi	Aikawa	Ministry of Foreign Affairs	Minister of Permanent Mission of Japan to the UN	Japan
COL	Mizuho	Akiba	International Peace Cooperation Training Unit	Commander, IPCATngU	Japan
Mr.	Jonas	Alberoth-	Folke Bernadette Academy	Deputy Director General	Sweden
Mr.	Zinurine	Alghali	ACCORD	Peacekeeping Unit Senior	South Africa
Mr.	Joseph	Althouse	CENTCOM HQ	CENTCOM GPOI Manager	USA
Ms.	RoseMarie	Anderson	Swedish Armed Forces	Analyst	Sweden
Maj	Kazi	Anisuzzaman	BIPSOT	GEN Staff Officer-2 (Planning & Coord)	Bangladesh
LtCol	Zoltán	Apáti	Hungarian Defence Forces	Commander, HDF Peace Support Training Centre	Hungary
Colonel	Gilberto	Arriola	Paraguay Armed Forces - CECOPAZ	Paraguay PKC Commander	PARAGUAY
Mr.	Jeff	Baker	Strategic Adaptation Team, CALL	Military Analyst, Center for Army Lessons Learned	USA
Col	Javier	Ball	HQ USPACOM	Deputy Director, J7 HQ USPACOM	USA
Ms	Alina	Banasyak	The Centre for Civil-Military Relations	GPOI Program Assistant	USA
Mr.	Anthony Nathan	Banbury	United Nations	Assistant Secretary-General	USA
Capt	Roberto	Barrios	Peruvian Joint Peacekeeping Operation Training Centre	Navy Director,	Peru/South America
Ms.	Marianne	Bauer	UNDPKO		USA
LTC	Jean-Benoit	Beaudoux	International Peace Support Training Centre (IPSTC)	Chief of Staff	Kenya
Mr.	Ezenwa Samuel	Benson	Environmental Aid Nigeria	Training Assistant	Nigeria
Colonel	Manoj Kumar	Bindal	Centre for United Nations Peacekeeping	Secretary, IAPTC Sectt and Director CUNPK, India	India
Brig Gen	Paul	Boroh	Nigerian Army	Commandant Nigerian Army Peacekeeping Centre	Nigeria
Lt Col	Julian	Bower	PSOTC, Sarajevo, Bosnia and Herzegovina	Director of Studies,	Serajevo
GPCAPT	Keith	Brackenbury	Asia Pacific Civil-Military Centre of Excellence	Program Manager - Conflict Prevention/Management	Australia
Col	Francesco	Bruzzese del Pozzo	Center of Excellence for Stability Police Units	Chief of Studies and Research Department	Italy
CWO	John	Butler	Peace Support Training Centre (PSTC)	RSM	Canada
Ms.	Lauren	Butt	Peace Operations Training Institute	Chief of Course Content	USA
Mr.	Timothy	Byrne	The Center for Civil-Military Relations	Peacekeeping Programs Manager	USA

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Title / Rank	First Name	Last Name	Company / Organization	Position	Country/Region
LT COL	Tirso	Campos	Argentine National Genarmerie	Argentine National Genarmerie	Argentina
COL	Abraham Claro	Casis	Armed Forces of the Phillipines PK Ops Ctr	Commanding Officer	Phillipines
Wg Cdr	Victor	Cerda	Chilean Air Force	Deputy of Chilean Peacekeeping training Centre	Chile
Col	Christopher	Chellah	SADC Regional Peacekeeping Training Centre	Commandant, SADC RPTC	Batswana
CPT	Shuangbao	Chen		Staff Officer	China
Mr.	Eustace	Chiwombe	AFDEM	Senior Programme Officer	Africa
Mr.	John	Christiansen	The Center for Civil-Military Relations	Associate Program Manager and Chief of Staff	USA
WO	Mark	Clarke	Peace Support Training Centre (PSTC)	A SQN / Military Observer Course Warrant	Canada
Col	Lorelei	Coplen	U.S. Army Peacekeeping and Stability Operations Institute (PKSOI)	Deputy Director	USA
CSM	Michael	Cortes	AWG	Commander's Engagement Group CSM	USA
WO	Shawn	Crawford	Peace Suppot Training Centre (PSTC)	Standards Sergent Major	Canada
Dr.	Annalisa	Creta	Scuola Superiore Sant'Anna	Researcher	Italy
Col	Cliff	Crofford	U.S. Army Peacekeeping and Stability Operations Institute (PKSOI)	Director, US Army Peacekeeping and Stability Operations Institute	USA
Dr.	Jose Pascal	da Rocha	ACCORD	Coordinator - Training Unit	South Africa
Colonel (R)	Oeyvind	Dammen	Dammen Consultants Norway/ POTI	Executive Director	Norway
Mr	Thomas	Daze	US Army Command and General Staff College	Assistant Professor, US Army CGSC	Chile
Mr.	Gustavo Barros	De Carvalho	ACCORD	Analyst	Norway
Col	Pedro	De Pessoa	Brazilian Peacekeeping Joint Center	Commander	Brazil
Ms.	Odell	Deborah	US Department of State	Foreigh Affairs Officer	USA
Mr.	Koji	Demizu	Hiroshima Peacebuilders Center	Program Coordinator	Japan
Ms.	Tara	Denham	Foreign Affairs and International Trade	Program Analyst	Canada
Capt	Andrea	Diaz	Chilean Joint Peacekeeping Operations Centre	Instructor of Chilean PKTC	Chile
Ms.	Lana	Edwards	Foreign Affairs and International Trade	Program Analyst	Canada
Mr.	Tabot Niccolas	Egby	Cameroon Radio and Television	Journalist	Cameroon
Ms.	Irene-Maria	Eich	Center for International Peace Operations	Training Co-ordinator	Germany
Mr.	Stein	Ellingsen	Center for Civil-Military Relations	Senior Peacekeeping Advisor	USA
Professor	William	Flavin	U.S. Army Peacekeeping and Stability Operations Institute (PKSOI)	Chief Doctrine Education Training	USA
Mr.	Gregory	Flick	Center for Excellence	Director Capacity Development Division	USA
MG	Tim	Ford	Peace Operations Training Institute	Chair POTI	Australia
Dr.	Allison	Frendak-Blume	Peace Operations Policy Program, George Mason University	Co-Director	USA
Maj	Thore	Fries	Swedish Armed Forces	Staff Officer	Sweden
Colonel	Sandor	Galavics	AUTINT	Head Training Division AUTINT	Austria
MG	Taicun	Gao			China

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Title / Rank	First Name	Last Name	Company / Organization	Position	Country/Region
Sr. COL	Xinman	Gao	China Peacekeeping Police Training Center	Director	China
CSupt	Ralf	Gehling	Federal Police Germany	Head Training Institute for Foreign Assignments Federal Police Germany	Germany
Maj	Thomas	Gillman	Swedish Army Lifeguards Swedint	Training Officer	Sweden
Professor	Modibo	Goita	Peacekeeping school EMD Bamako Mali	Head of civilian training cell	Mali
MG (ret)	Robert	Gordon	Folk Bernadette Academy	Senior Advisor to Challenges	United Kingdom
Superintendent	Eric	Grimm	Australian Federal Police	Coordinator International Deployment Group Trainin	Australia
Capt	Kideki	Hayashi	Japan Peacekeeping Training and Research Center	Deputy Director	Japan
CSM	Daniel	Hendrex	AWG	D Squadron CSM, AWG	USA
Dr.	Alejandro	Hernandez	Systems Engineering Department, NPS	Associate Professor	USA
Dr.	Victoria	Herrington	Australian Institute of Police Management	Director, Research and Learning	Australia
Ms.	Annika	Hilding Norberg	Challenges Forum - Folke Bernadotte Academy	International Coordinator	Sweden
Colonel	Leo	Hirschmann	KAIPTC, Accra	Director of Training	Ghana / Africa
Mr.	Richard	Hoffman	The Center for Civil-Military Relations	Director	USA
LTC	Eric	Holmes	Army Irregular Warfare Fusion Cell	Security Force Assistance Office	USA
Col. (ret.)	Christopher	Holshek		International Peace Operations Consultant	USA
Senior Inspector	Jeongmin	Hong	Korea National Police Agency	Chief of International Cooperation Center	South Korea
Dr.	Kimberly	Hudson	Air Force Culture and Language Center	Department Chair	USA
Ms	Kristine	Hunt	DoD/OSD-Policy/Peacekeeping	OSD Program Director, GPOI	USA
LTC	Juan Luis	Hurtado	WHINSEC	WHINSEC PKO Partner Nation Instructor (PNI)	USA
Brigadier General	Abul Basher	Imamuzzaman	BIPSOT, Bangladesh Army	Commandant	Bangladesh
Major	Masashi	Inada	International Peace Cooperation Training Unit	Chief Instructor	Japan
LTG (ret)	Joe	Inge	Center for Disaster & Humanitarian Assistance Med	Consultant	USA
Major	Hossain MD Shazzadul	Islam	BIPSOT, Bangladesh Army	Instructor Class Bravo	Bangladesh
Mrs.	Sabrina	Janet	EarthSea	Supervisor	USA
lt. Col	Yuan	Jiang	People's Liberation Army Peacekeeping Center	Staff Officer	China
Prof.	Ximena	Jimenez	Independent International Consultant	Independent International Consultant	France
Superintendent	Patrick	Johnson	Sierra Leone Police Force	HEAD, Peacekeeping Operations Department	Sierra Leone
	Agneta	Jonsson	Swedish Prison and Probation Service HQ	Project Manager UN & EU Affairs	Sweden
Ms.	Hemmerich	Kaja	UNDPKO	Tng Policy & Standards Tm Ldr, Integrated Training Services	UN
COL	Thomas	Karlsson	Swedish Armed Forces International Centre	Commandant	Sweden

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Title / Rank	First Name	Last Name	Company / Organization	Position	Country/Region
LTC	Robert	Kelly	IPSTC (US Army)	CJTF-HOA Liaison to IPSTC	Kenya
Mr.	Kevin	Kennedy	UNDPKO	Chief, Integrated Training Services	UN
Mr.	Tong San	Keok	Singapore Police Force	Commander, Airport Police Division	Singapore
BG	Robert	Kibochi	International Peace Support Training Centre (IPSTC)	Director IPSTC	Kenya
LCol	Jason	King	Peace Support Training Centre (PSTC)	Commandant	Canada
Ms.	Carolyn	Kleiner	Strategic Studies Institute (SSI) US Army War College		USA
Supt	Ann-Kristin	Kvilekval	Norwegian Police University College, Norway	Police Superintendent	Norway
Dr.	Harvey	Langholtz	Peace Operations Training Institute	Executive Director	USA
Col	Arthur Fernando	Lara Rocha	Ministry of Defense	Logistics and PK Missions Coordinator - MoD	Brazil
Mr.	David	Lightburn	Folke Bernadotte Academy	Senior Advisor, FBA Sweden	Sweden
Supt	Mats	Ljungwald	Swedish Police	Head of PSO Training	Sweden, Europe
MAJ	Graciela	Loera	WHINSEC, School of Special Studies	Logistics/Peace Keeping Operations Chief	USA
R Adm	Thomas	Lokoson	National Defence College, Abuja Nigeria	Commandant NDC Nigeria	Nigeria
COL	Tim	Loney	U.S. Army Peacekeeping and Stability Operations Institute (PKSOI)	Chief, Operational Integration and Policy Division	USA
Lt. Col.	Henry	Lopez	Peacekeeping Operations Regional Training Command	Peacekeeping Operations School Chief	Guatemala
Dr.	Diana	Luan	CDHAM	Assistant Professor	USA
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Dr.	Lauren	Mackenzie	Air Force Culture & Language Center	Assistant Professor of Cross-Cultural Communicatio	USA
Mr.	Odd Berner	Malme	Mission of Norway to the UN	Minister Counsellor/Police Advisor	Norway
Lt Col	Edgardo	Maltese	Italian Army Post Conflict Study Centre	Military Teacher	Italy
MG	Gregg	Martin	U.S. Army War College	Commandant,	USA
Mr.	William	Martinez	The Center for Civil-Military Relations	Deputy Programs Manager	USA
Mr.	Michael	Marx	UN/OCHA	Senior Civil Military Coordination Advisor	USA
Major	William	Matory	US Military Observer Group - Washington	Operations Officer	USA
Chief Superintendent	Samuel	McCarthy	Liberia National Police	Deputy Chief Community Relations	Liberia
Supt	Michel	McDonald	Royal Canadian Mounted Police	Director of International Peace Operations Branch	Canada
LTC	Manny	Melendez	162nd Infantry BDE	Senior Foreign Area Advisor	USA
Ms.	Candice	Meszes	Department of Defence	Assistant Director Un Africa and Peacekeeping	Australia
CPT	Jamar	Middleton	ARNG Operations Division Security Cooperation Bran	ARNG Security Cooperation Interoperability Officer	USA

# ANNEX F: 17th Annual IAPTC Delegate List

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Ms.	Suzanne	Monaghan	Peace Support Training Centre (PSTC)	President	Canada
Miss	Nanzelelo	Moyo	AFDEM	Recruitment Assistant	Zimbabwe
Mr.	Raphael	Mularoni	Swiss Federal Department of Foreign Affairs	Expert for International Police Assignments	Switzerland
Ms.	Jacques	Mwepu	Swedish Prison and Probation Service HQ	Head of Division	Sweden
Ms.	Virginia	Nagy	Center for Disaster & Humanitarian Assistance Med		USA
Ms	Izumi	Nakamitsu	United Nations	Director, DPET/DPKO	USA
LTC	Christopher	Nannini	OPS Research Div, NPS	Military Assistant Professor	USA
Ms.	Bongani	Ncube	AFDEM	Programme Manager	Zimbabwe
Mrs.	Susan	Nelson	Kofi Annan Int. Peacekeeping Training Centre	Research Associate	Republic of Ghana, Africa
Major	Soeren	Noergaard	5th Military Police Battalion/Danish Army	Course Director UNMILPOC	Denmark
Supt	Terry	Nunn	Australian Federal Police	Police Advisor	Australia
CAPT	Steve	O'Keefe	Australian Defence Force	Commander ADF POTC	Australia
Ms.	Alayo	Omosanya	Environmental Aid Nigeria	Programme Officer	Nigeria
Major General	Patthanapong	Ongartitthichai	J3, Royal Thai Armed Forces	Director of Peace Operations Centre	Thailand
Brig Gen	Martin	Owusu-Ababio	Kofi Annan International Peacekeeping Trg Centre	Deputy Commandant	Republic of Ghana, Africa
CAPTAIN	George	Parisi	OSD	Analyst	USA
MAJ	Victor	Parziale	ARNG	Army Strategist	USA
LtCol	Kjell	Pedersen	Norwegian Defence International Centre	CO NODEFIC	Norway
GRAD.	Jorge	Peña	Ecuadorean Armed Forces/ ALCOPAZ	Joint Operations Director/ ALCOPAZ President	Ecuador
Col	Claudio	Piedra Buena	CAECOPAZ Argentina	CAECOPAZ Director	Argentina, Buenos Aires
Mr.	Daniel	Pike	US DoD, Peacekeeping Policy and Operations Office	Assistant for Peacekeeping Operations	LATAM, Mid East and Central Asia
Mr.	Frank	Prendergast	Australian Federal Police	Assistant Commissioner Participating Polcie Force RAMSI	Australia
LTC	Eric	Puls	Mission Command Training Program	MCTP S-3	USA
Ms.	Paula	Quiroga	Peacekeeping Center and Consulting	CEO	Z-Unknown
LT COL	Mustafizur	Rahman	BIPSOT, Bangledesh Army	Senior Instructor	Bangladesh
Ms.	Meghan	Riley	CMC Finland	Development Coordinator	Finland
Miss	Amy	Rosnell	Asia Pacific Civil-Military Centre of Excellence		Australia
COL	Nattapol	Saengchan	Royal Thai Armed Forces Peace Operations Center	Director of Operations Division	Thailand
Commander	Kimmo	Salomaa	Finnish Defence Forces International Centre	Chief of Staff	Finland

# ANNEX F: 17th Annual IAPTC Delegate List

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Ms.	Dorlies	Sanftenberg	Center for International Peace Operations	Deputy Head of Training	Germany
Brig Gen	Ibrahim	Sani	Nigerian Army	Director	Nigeria
Miss	Farida	Sawadogo	Peace Operations Training Institute	Chief of Institutional Relations	USA
Mr.	James	Schmitt	Creative Associates International	VP and Sr. Director, Stabilization & Development	USA
Ms.	Kathleen	Schneider	1325 Training Partners	President	USA
Colonel	Ralph Bernd	Scholz	German Armed Forces Command and Staff College	Instructor for UN Ops	Germany
Mr.	Nicholas	Seymour	Transparency International (UK)	Senior Consultant	United Kingdom
Ambassador	Soad	Shalaby	Cairo Regional Center for Training on Conflict Resolution in Africa	Director	Egypt
Mr.	Cliff	Sharp	UK Stabilisation Unit	Chief Inspector	United Kingdom
MG	Souleymane	Sidibe	Peacekeeping school EMP Bamako Mali	Major Director	Mali
Mr.	Tor	Skotaam	Norwegian National Police Directorate	INTOPS and Training for Peace Coordinator	Norway
LTC	Paul	Smith	G3 Exercise Division, U.S. Army South	Foreign Military Interaction Branch Chief	USA
Mr.	Jay	Smith	U.S. Department of State, INL/CAP	Training Program Coordinator	USA
Mr.	Jeffrey	Stefani	Defense Institute of International Legal Studies	Director, Plans & Strategy	USA
LTC (Ret)	Miklos	Szabo	Int'l Training & Civilian Crisis Management Centre	International Liaison	Hungary
Ms	Petteri	Taitto	CMC Finland	Head of Training	Finland
LtCol	Josef	Taubeneder	GE UN Training Centre	Director Training	Denmark
WO	Jeffrey	Teepie	Peace Support Training Centre (PSTC)	PYSOPS Instructor	Canada
COL	Walter	Thomas	US Military Observer Group - Washington	Chief of Operations Officer	USA
Major	Peter	Tomas	RNLA School for Peace Operations	Course Commander RNLA School for Peace Operations	The Netherlands / Harskamp
COL	Atila	Torres, Junior	Brazilian Army	Peacekeeping Operations Desk Officer	Brazil
Col	Joseph	Tyhalisi	SANDF	Officer In Charge PMTC	South Africa
Mr.	Jari	Vaarnamo	CMC Finland	Director	Finland
Lieutenant-Colonel	Esa	Vanonen	Permanent Mission of Finland to the United Nations	Military Adviser	USA
Maj Gen	T P S	Waraich	CUNPK, India	Additional Director General, Staff Duties Director	India
GS-14	Scott	Weidie	U.S. Pacific Command	Chief of Multinational Training & GPOI Program Mgr	USA
Mr.	Frank	Welffens	CDHAM	Project Manager and Education Specialist	USA
Mr.	Duane	Williams	PACOM CFE	Consultant PACOM CFE	USA

## ANNEX F: 17th Annual IAPTC Delegate List

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Inspector	Ola	Wolter	Swedish Bureau of Investigations	Course director	Sweden
Col	Cungui	WU	China Peackeping Police Training Center	Deputy Director	China
Mr.	Scott	Wuestner	Mission Command Training Program	MCTP Interagency Program Specialist	USA
Officer	Wang	Xiaochen	Peacekeeping Police Division of the Ministry of Public Security		China
Mrs.	Aishatu	Yanet	National Defense College	Research Fellow	Nigeria
LTCOL	Darleen	Young	Australian Defence Force Peace Operations Training	Deputy Commander	Australia
Dr.	Istifanus	Zabadi	National Defence College, Abuja Nigeria	Dean ACSRS, NDC Nigeria	Nigeria
Lt Col	Scottie	Zamzow	State/PM/PPA/GPOI	GPOI	USA
Colonel	Claudio	Zanetti	Chilean Navy	Director of Chilean PeaceKeeping Training Center	Chile
Colonel	Jiyu	Zhang	People's Liberation Army Peacekeeping Center	Director	China

## ANNEX G: Acronyms

### MEANING

AAPTC	Association of Asia-Pacific Peace Training Centers (IAPTC)
AC	Assistant Commissioner (AFP)
AC	Annual Conference (IAPTC)
ADF	Australian Defence Force (DoD)
ADFWC	Australian Defence Force Warfare Center (ADFWC)
ADFPKC	Australian Defence Force Peacekeeping Center (ADFWC)
AFP	Australian Federal Police
AGM	Annual General Meeting (IAPTC)
ALCOPAZ	Asociación regional de centros entrenamiento de operaciones de paz
APCM COE	Asia Pacific Civil Military Centre of Excellence
APM	Australian Police Medal
APSTA	African Peace Support Trainers Association (IAPTC)
AS	Australia/Australian
ASANSAE	Assistant Secretary Americas, North and South Asia and Europe
ASF	African Standby Force
AU	African Union
AusAID	Australian Agency for International Development
AVIT	Audio Visual Information Technology
AUD	Australian Dollars
BIPSOT	Bangladesh Institute of Peace Support Operation Training
BRIGGEN	Brigadier General (Army)
C	Commissioner (AFP)
CAECOPAZ	Centro Argentino de entrenamiento conjunto para operaciones de paz
CBD	Central Business District
CBR	Canberra
CECOPAC	Centro conjunto para operaciones de paz Chile (Chilean PK Center)
CIMIC	Civil Military Cooperation
CIVPOL	Civilian Police
CJETW	Commander Joint Education Training Warfare
CMCoord	Civil-Military Coordination
CMIS	Civil-Military Integration Seminar (formerly IPOS)
COE-DMHA	Center of Excellence in Disaster Management and Humanitarian Aid
COL	Colonel (Army)
COMDT ADFWC	Commandant Australian Defense Force Center
CGP	Core Planning Group
CPX	Command Post Exercise
CUNPK	Center for United Nations Peacekeeping
DCNS	Deputy Commissioner National Security
DCO	Deputy Commissioner Operations
DDR	Disarmament Demobilization and Reintegration

### MEANING

DDRR	Disarmament Demobilization Rehabilitation and Reintegration
DFS	Department of Field Services (UN)
DKC	DKC International Conference and Event Management
DoD	Department of Defense
DPKO	Department of Peacekeeping Operations (UN)
Dr.	Doctor
DRC	Democratic Republic of Congo
DSA	Defense Security Agency (DoD)
DSP	Deputy Superintendent of Police
DSRSG	Deputy Special Representative of the Security General
DSS	Distinguished Service Star
EB	Executive Brief
EC	Executive Committee (IAPTC)
ECHA	Executive Committee of Humanitarian Assistance
ECOWAS	Economic Community of West African States
ESF	ECOWAS Standby Force
EU	European Union
ECM	Executive Committee Meeting (IAPTC)
EUFOR	European Union Force
F-FDTL	Falintil – Forças De Defesa De Timor-Leste
FBA	Folke Bernadotte Academy (Sweden)
FC	Force Commander
FFDTL	Falintil – Forças De Defesa De Timor-Leste
FPU	Formed Police Unit
FTX	Field Training Exercise
FY	Fiscal Year
GICHD	Geneva International Centre for Humanitarian Demining
GPCAPT	Group Captain (Air Force)
HC	Humanitarian Coordination

## ANNEX G: Acronyms

HMAS	Her Majesties Australian Ship
HQ	Headquarters
IAPTC	International Association of Peacekeeping Training Centers
ICRC	International Committee of the Red Cross/Crescent
ID	Identity
IDG	International Deployment Group
IM	Integrated Mission
IMPP	Integrated Mission Planning Process
IPDiv	International Policy Division
IPOS	International Peace Operations Seminar
ISAF	International Security Assistance Force (NATO-led)
ITS	Integrated Training Service (UN)
JCC	Joint Coordinating Committee

### MEANING

JLOG	Joint Logistics
JMAC	Joint Mission Analytical Cell
JOC	Joint Operations Center
KAIPTC	Kofi Annan International Peacekeeping Training Center
LAC	Local Area Commander
LCDR	Lieutenant Commander (Navy)
LOAC	Law of Armed Conflict
LTCOL	Lieutenant Colonel (Army)
MAPEX	Map Exercise
MAJ	Major (Army)
MC	Master of Ceremonies
MIDG	Manager IDG (AFP)
MIN	Manager International Network
MINUSHTA	Misión de las naciones unidas para la estabilización de Haití
MLD	Manager Learning and Development
MNSE	Member of the Nigerian Society of Engineers
MOD	Minister of Defense
MOU	Memorandum of Understanding
Mr.	Mister
Ms.	Ms.
MSO	Manager Sydney Office
NA (N/A)	Not Applicable
NDC	National Defense College
NGO	Non-Governmental Organization
NH	New Horizons (UN Process)
NMIDG	National Manager IDG
NLT	No Later Than
OCHA	Office for the Coordination of Humanitarian Affairs (UN)
OLC	Oversees Liaison Communication
OON	Officer of the Order of Nigeria
ORG	Operational Response Group
PC	Planning Committee
PCC	Police Contributing Countries
PCM	Planning Committee Meeting
PDT	Pre-Deployment Training
PE&TA	Peacekeeping Education and Training Award
PKC	Peacekeeping Center
PKSOI	Peacekeeping and Stability Operations Institute
POCI	Peacekeeping Operations Correspondence Instruction
POTI	Peace Operations Training Institute
PPC	Pearson Peacekeeping Centre (Canada)
PSO	Peace Support Operation

### MEANING

PSOD	Peace Support Operations Division
RADM	Rear Admiral (Navy)
RAMSI	(Regional Assistance Mission to Solomon Islands)
ROE	Rules of Engagement
RSIPF	Royal Solomon Island Police Force
SCEC	Sydney Convention and Exhibition Center
SGTM	Standardized Generic Training Module
SLIP	Senior Leadership Induction Program
SOP	Standard Operating Procedures
SRSR	Special Representative to the Secretary General

## ANNEX G: Acronyms

SSR	Security Sector Reform
STM	Standardized Training Module
SWEDINT	Swedish Armed Forces International Centre
SYD	Sydney
TBA	To Be Advised
TCC	Troop Contributing Countries
UN	United Nations
UNHCR	United Nations High Commission on Refugees
UNMOC	United Nations Military Observer Course
UNAMA	United Nations Assistance Mission in Afghanistan
UNAMI	United Nations Assistance Mission in Iraq
UNAMID	United Nations Mission in Darfur
UNAMSIL	United Nations Mission in Sierra Leone
UNCIVSOC	United Nations Civilian Staff Officer Course
UNDP	United Nations Development Programme
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNITAR	United Nations Institute for Training and Research
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMOGIP	United Nations Military Observer Group in India and Pakistan
UNOCI	United Nations Operation in Cote d'Ivoire
UNOMIG	United Nations Mission in Georgia
UNPCC	United Nations Police Commanders Course
UNPOL	United Nations Police
UNSOC	United Nations Staff Officer Course
UNTSO	United Nations Truce Supervision Organization
USB	Universal Serial Bus
VCDF	Vice Chief of the Defence Force
VP	Vice President (IAPTC)
ZIF	Zentrum für Internationale Friedenseinsätze/Centre for International Peace Operations (Germany)

# ANNEX H: Participating Nations



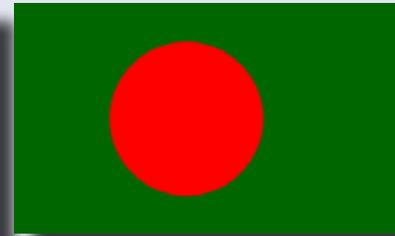
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2. AUSTRALIA



3. AUSTRIA



4. BANGLADESH



5. BOTSWANA



6. BOSNIA



7. BRAZIL



8. CAMEROON



9. CANADA



10. CHILE



11. CHINA



12. DENMARK



13. ECUADOR



14. EGYPT



15. FINLAND



16. GERMANY



17. GHANA



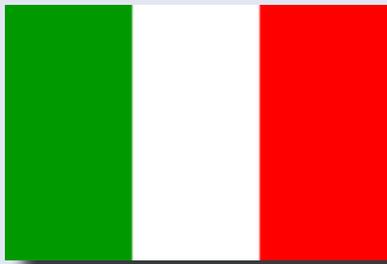
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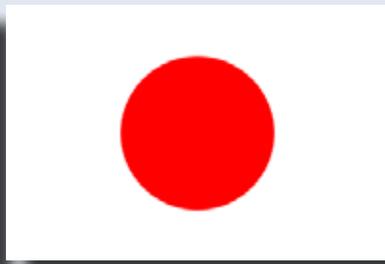
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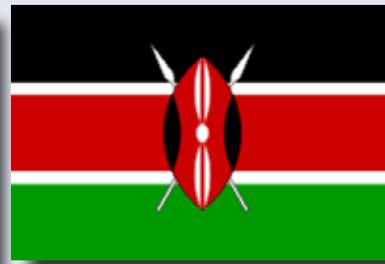
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21. ITALY



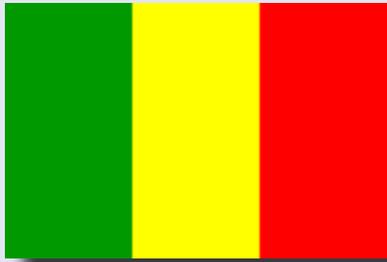
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23. KENYA



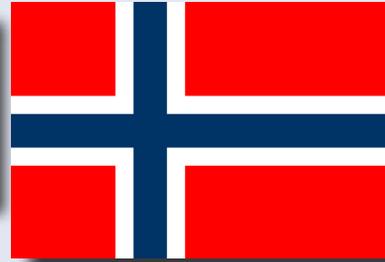
24. LIBERIA



25. MALI



26. NIGERIA



27. NORWAY



28. PARAGUAY



29. PERU



30. PHILLIPINES



31. SIERRA LEONE



32. SINGAPORE



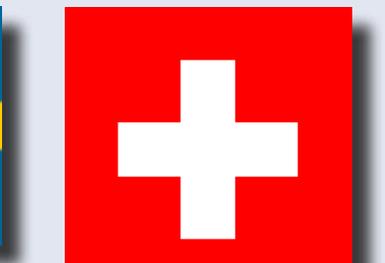
33. SOUTH AFRICA



34. SOUTH KOREA



35. SWEDEN



36. SWITZERLAND



37. THAILAND



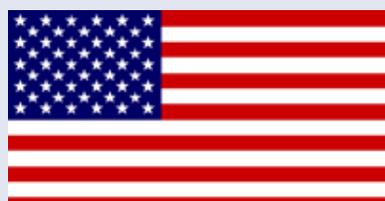
38. THE NETHERLANDS



39. UNITED NATIONS



40. UNITED KINGDOM



41. UNITED STATES



42. ZIMBABWE



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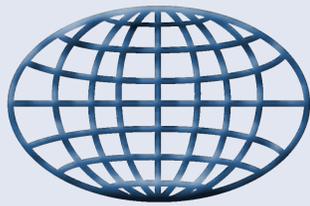
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# IAPTC

*International Association  
of Peacekeeping Training Centres*



**17th Annual International Association of Peacekeeping Training Centres (IAPTC)  
Conference Delegates**