Peace & Stability Operations Journal Online

THE OFFICIAL JOURNAL OF THE PEACEKEEPING & STABILITY OPERATIONS INSTITUTE

EVOLVING PEACE OPERATIONS:

CHALLENGES, REQUIREMENTS, AND POSSIBILITIES FOR EDUCATION AND TRAINING

PKSOI
U.S. Army
Peacekeeping and Stability Operations Institute

17th Annual International Association of Peacekeeping Training Centres Conference

U.S. ARMY WAR COLLEGE
Prudens Futuri
Carlisle Barracks, PA

HTTP://PKSOI.ARMY.MIL

Peace & Stability Operations Journal Online

Volume 2, Issue 2

January 2012

Features

3 The Conference of the 17th Annual International Association of Peacekeepeping Training Centres
by Colonel Timothy Loney

7 International Association of Peackeeping Training Centres
by Mr David Lightburn

8 The Final Day, The Executive Committee Meeting
by Colonel Timothy Loney

10 Executive Committee Members

13 17th Annual IAPTC Conference, Interns Get Involved
by Ms Karen Finkenbinder

14 17th Annual IAPTC Conference, Reflections
by PKSOI Intern Leo Y. Choi Tufts Univ.

15 2011 IAPTC Ideas Bazaar

16 SOLLIMS Update

17 PKSOI Upcoming Events

You can view previous issues and sign up for our mailing list @ http://PKSOI.army.mil

U.S.ARMY

PKSOI U.S. Army

U.S. ARMY WAR COLLEGE Prudens Futuri Carlisle Barracks, PA

DIRECTOR'S CORNER

by Colonel Cliff Crofford

January 2012

In our first issue of 2012, it is exciting for us to cover the 17th Annual Conference of the International Association of Peacekeeping Training Centres (IAPTC). The U.S. Army War College (USAWC), the Naval Post Graduate School's Center for Civil-Military Relations (CCMR), and the Peacekeeping and Stability Operations Institute (PKSOI) hosted this event 14-18 November 2011. This is the first time in IAPTC history that its annual conference was hosted in the United States. We were genuinely honored and excited to host such an august international body of experienced peacekeeping professionals at Carlisle Barracks, Pennsylvania.

After a decade of war, many in the US military question the value of peacekeeping operations and whether the US should be involved in them. Interestingly, most of those same people understand how stability operations is an inextricable part of Unified Land Operations as described in Army Doctrine Publication (ADP) 3-0, one of the Army's capstone doctrinal publications. In fact, there is a tremendous overlap between the tasks of building capacity, peacekeeping, and stability operations. The Geographic Combatant Commands (GCCs) absolutely understand this overlap and the crucial opportunities that peacekeeping provides for their respective mil-to-mil engagements. As such, most GCCs had participants at this year's IAPTC Conference to take advantage of the truly unique engagement opportunities embraced by all participants.

In the first article, Colonel Timothy Loney gives an overview of the Conference itself, this year's speakers, and the various events of the week. He touches on how two US speakers, Deputy Assistant Secretary of State Victoria Holt and Deputy Assistant Secretary of Defense James Schear, highlighted the importance of peacekeeping to the United States. Later in the Journal, COL Loney also has a small article describing the IAPTC Executive Committee and the process for transition to a new President. At the end of that article, he includes a guide to the Executive Committee Members.

Mr. David Lightburn (Senior Advisor, Folke Bernadotte Academy) explains the history of the IAPTC and provides an overview of the IAPTC, its configuration and its business practices. He notes that the Annual Conference program is specifically constructed to facilitate dialog between participants, cultures, and professional groups (military, civilian, police, and pedagogy).

Ms. Karen Finkenbinder explains PKSOI's use of interns at the conference. As she reports, the Alliance Linking Leaders in Education and the Services (ALLIES), a student-led organization headquartered at Tufts University, graciously coordinated this element of conference support. During the conference, PKSOI's Syracuse University Law School intern supervised the undergraduate note-takers and the writing of the conference report. These young men and women did a fabulous job and were invaluable to the conduct of the conference.

As a conference note-taking intern, Mr. Leo Choi from Tufts University provides his reflection of the experience during the IAPTC.

On the opening day of the conference, the US Army Heritage and Education Center (AHEC) provided an outstanding venue and support for the IAPTC Ideas Bazaar. The final conference article describes that event, its purpose and details.

We are excited to announce a new SOLLIMS user interface that we think you will find both more functional and easier to use.

This issue closes with the 2012 "Integration and Exercise" and "Peace and Stability Operations Training and Education Workshop." The Joint Staff J-7 has teamed with George Mason University, PKSOI, and others to conduct a unified workshop to be held at George Mason University from 7-9 February 2012.

Finally, we received a copy of a note from Secretary Clinton to Secretary Panetta thanking the Department of Defense for hosting the IAPTC Conference. I would like to cascade those thanks to the many teammates within the USAWC and CCMR for their assistance and support in making the IAPTC Conference a tremendous success. I would also like to express my deepest appreciation and thanks to my own PKSOI staff. They worked long hours, a myriad of details, and showed amazing flexibility – all with grace and humor. This was an incredible team effort, and I am proud to have such colleagues so devoted to the Army and its mission.

THE SECRETARY OF STATE
WASHINGTON

December 23, 2011

The Honorable Leon E. Panetta
Secretary of Defense
Washington, DC 20301-1000

Dear Mr. Secretary:

I appreciate the Department of Defense's hosting of the conference of the International Association of Peacekeeping Training Centres (IAPTC) in November at the Army War College's Peacekeeping and Stability Operations Institute in Carlisle, Pennsylvania.

The IAPTC's annual conference is an important forum for peacekeeping trainers and educators to exchange best practices. Given that this was the first time the conference was held in the United States, it provided an excellent opportunity to highlight the various ways we support UN peace operations generally and peacekeeping training initiatives in particular.

The Department of Defense was very generous to host the 90 organizations and nations that attended the event. I am grateful for your support of events such as these that strengthen both our diplomatic and our security interests.

Sincerely yours,

Hillary Rodham Clinton

Hillary Rodham Clinton

17th Annual IAPTC Conference

by Colonel Timothy Loney

The U.S. Army War College, the U.S. Army Peacekeeping and Stability Operations Institute and the Naval Post Graduate School's Center for Civil-Military Relations co-hosted this year's annual International Association of Peacekeeping Training Centres (IAPTC) conference, from 14 to 18 November 2011.

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

The IAPTC is an open and voluntary association of approximately 90 different centers, institutions, organizations, and agencies from all regions of the world, dealing with peace operations research, education, and training. The association includes the United Nations major uniformed personnel contributing countries (i.e. Bangladesh, Pakistan, India and Nigeria) and the major providers of assessed contributions (i.e. USA, Japan, UK, and Germany).

The intent of the organization is to promote a better understanding of peacekeeping training, its goals and objectives, and of the methods used. This is focused by the association's stated objectives: to promulgate an understanding of training standards developed by the United Nations and other relevant organizations and to encourage their adoption; to educate ourselves about peace operations policy matters; to identify 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 facilitate effective networking and cooperation (bilateral, regional, etc.); and to promote an understanding of the different institutional perspectives and organizational cultures present among military, police and civilian components in peace operations.

With the proximity of Carlisle Barracks, the location of this year's conference, to both Washington, DC and the United Nations headquarters in New York, attendance at this year's conference was estimated to attract 175 participants, a modest increase over the previous year' conference held in Bangladesh (145). The actual number of participants and guests exceeded

those expectations and reached 182 senior military, police, and civilian officials from 42 nations representing 129 different organizations. These delegates included four U.S. Army War College International Fellow graduates: LT Gen(R) Hasan Chowdhury, Bangladesh, 1992; MAJ Gen(R) Thomas Ford, UK, 1992; MAJ Gen Jorge Pena, Ecuador, 1996; and Mr. Nicholas Seymour, UK, 1999. This gathering provided an indication of the importance and broad impact of the college's International Fellows program. The group met during one of the breaks, exchanged contact information and offered assistance to their fellow graduates as well as a few stories of their time as students.

The Conference began 14 November 2011 with an evening Icebreaker which allowed the participants an opportunity to get reacquainted. Many have the opportunity to attend each year or work with the other participants during deployments, training exercises or other venues. The event was hosted at the Crown Plaza Hotel located Harrisburg, the capital of Pennsylvania, and proved to be a big success.

The next day, participants boarded buses for Carlisle Barracks, home of the U.S. Army War College. The day consisted of a series of distinguished speakers who set the stage, provided background and challenged the group. Brigadier General Abul Basher Imamuzzaman, President of the IAPTC and Commandant, Bangladesh Institute of Peace Support Operation Training, was the first distinguished speaker. BG Imam welcomed everyone and introduced this year's theme *Evolving Peace Operations: Challenges, Requirements and Possibilities for Education and Training.* He went on to challenged the group to get involved as well as introduced several of the discussion topics.

Brigadier General Abul Basher Imamuzzaman, Past President of the IAPTC and Commandant, Bangladesh Institute of Peace Support Operation Training (BIPSOT)

One such topic was the need for developing United Nations training standards. "It is equally important to have doctrinal and procedural convergence, interoperability and a set of minimum standards required by a common operation, both among the countries that provide stability force 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."

Major General Gregg F. Martin commandant of the United States Army War College at Carlisle Barracks, Pennsylvania

Next was Major General Gregg F. Martin, Commandant of the United States Army War College, who highlighted the importance of the conference and the key role the participants play in their own capacity to promote peace. He discussed the similarities between the goals of the IAPTC and the vision of former Secretary of War, Nobel Peace Prize recipient and founder of the War College, Elihu Root, who MG Martin quoted as saying that the War College was established, "Not to promote war, but to preserve peace..." He also encouraged the participants to meet and develop friendships and relationships with the others. He explained, that, "If we can make friends and develop both personal and professional relationships and develop trust, we can probably solve a lot of the problems and maybe keep some bigger problems from ever occurring."

Ms. Victoria A. Holt, Deputy Assistant Secretary, Bureau of International Organization Affairs, Department of State, provided a United States perspective on peacekeeping and how the United States supports the United Nations. She discussed why it is such a pivotal time for peacekeeping, why the United States is committed to it, some of the key challenges and she emphasized the important role of the IAPTC, "This organization works in exactly the space between the ambitions of the

Ms. Victoria A. Holt, Deputy Assistant Secretary, Bureau of International Organization Affairs, Department of State

international community for peacekeeping and what happens in the field." She stated that although the United States does not support UN missions with a large number of troops, the U.S. does support peacekeeping efforts through organizations like the IAPTC, playing a role in the political process and assisting peacekeeping training centers around the world. She concluded her remarks by appealing to the community to address and provide input on three specific issues: protection of civilians, sexual and gender based violence, and sexual exploitation and abuse committed by peacekeepers. Referring to sexual exploitation and abuse, Ms. Holt highlighted the importance of dealing with this important issue, "It can quickly undercut a mission faster than all the food programs, all the governance and the entire well run elections. It's a stain on peacekeepers that is pernicious and longstanding."

Mr. Jean-Marie Guéhenno, Director of the Center of International Conflict Resolution and Former UN Under Secretary General receives a U.S. Army War College momento from PKSOI's Professor Bill Flavin.

Mr. Jean-Marie Guéhenno, Director of the Center of International Conflict Resolution and Former UN Under Secretary General, and Mr. Anthony Banbury, Assistant Secretary General for Field Support, United Nations, provided their views on the future of UN peacekeeping and the challenges for preparing peacekeepers. Mr. Guéhenno was the first to take the podium and described five important issues that need to be considered for ensuring peacekeeping "remains a very important and potentially successful and helpful activity" in 2020: What is the role of force in peacekeeping; the broad range of peacekeeping operations, highlighting that "the border between crime and war becomes more difficult to define;" the need to build partnerships between organizations because no one organization can do it all; the need for "quality" in terms of both personnel and equipment in order to offset declining resources and to build credibility and acceptance; and the increasing role of civilians in peace operations. He also commented that, "peacekeeping is stronger today than it was in 2000, but in some ways the challenges are the same, because ambitions have grown even faster than the resources to support those ambitions...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, on what are the goals we pursue when we move into a country, it is unlikely that there will be success. We won't get anywhere if we don't know where we want to get, if we don't have agreement on where we want to get. It is important to define goals that are ambitious but realistic."

Mr. Banbury then spoke on a growing paradox; the need for better trained peacekeepers in an era of shrinking budgets. He began by stating that, "Effective peacekeeping requires effective peacekeepers, and effective peacekeepers do not grow on trees. They are formed through training and *on the ground* experience." He then reminded the audience that we are in a period of economic trouble. "We are increasingly aware of the growing economic and financial crisis that has put severe constraints on resources devoted to peacekeeping and especially training." He then added that as budgets shrink, operations and the scope of UN mandates continue to increase in complexity, and now more than ever, peacekeepers must be well trained. With this paradox in mind, Mr. Banbury stated that, "the main challenge facing us in peacekeeping training, as in other areas, is to maximize the return on investment in our work." He stated that the answer to this dilemma will come from working together. "To do this, member states, the UN secretariat and the institutions gathered here, today, must coordinate closely to maximize coherence and impact...diverse approaches are needed to capture and build on lessons learned...but there is also a need for shared understanding of priorities and coherence in these approaches

Mr. Anthony Banbury,
Assistant Secretary General for Field Support,
United Nations

so that they address real needs and performance gaps and minimize duplication of effort."

Ms. Izumi Nakamitsu, Director, Division of Policy, Evaluation and Training in the UN Department of Peacekeeping Operations, and Mr. Kevin Kennedy, Integrated Training Service Chief, UN Department of Peacekeeping Operations, finished the day's presentations by providing an update on some of the United Nation's training initiatives.

Tuesday's events concluded with the Ideas Bazaar hosted by the U.S. Army Heritage and Education Center. The center is the United States Army's preeminent museum and research complex. During the event, participants exchanged ideas, learned of emerging concepts and new products, all while enjoying some good food and drink.

The next two days began with panel discussions then broke into seminars allowing the groups to look at the issues from different perspectives; functional (military, police, and civilian), regional and multi-functional. Highlights from these two days included small group discussions with brief-backs to all of the delegates on identifying future education and training challenges, regional issues, harmonized approach to training, protection of civilians, Considerations for Mission Leadership, Comprehensive Approach, Methodologies, Cross-Cultural Competence, and Building Integrity and Anti-Corruption Training.

Wednesday's activities concluded with a formal dinner and presentation from United States Deputy Assistant Secretary of Defense, Dr. James Schear. Dr. Schear reinforced DAS Holt's comments of the importance of peacekeeping to the United States but from a Department of Defense perspective. He stated that, "broadly speaking, we're both a beneficiary and a benefactor of peacekeeping." Dr. Shear described how peacekeeping operations have helped control the escalation of certain regional conflicts. He also explained that despite the realities of ongoing commitments, "we can and should do more to support UN field missions." He cited ongoing work with the Combatant Commands to explore ways of enhancing the capacity of United Nations peacekeeping training and operations.

The conference concluded Friday morning with a meeting that addressed association business, introduced the new Executive Committee and proposed potential themes for next year's conference. The meeting ended with a ceremony to pass the IAPTC Presidency from Brigadier General Abul Basher Imamuzzaman,

Dr. James Schear,
United States Deputy Assistant Secretary of Defense

Commandant of Bangladesh Institute of Peace Support Operation Training to the Director of PKSOI, Colonel Cliff Crofford.

The Crisis Management Centre (CMC) Finland and the Finnish Defence Forces International Centre (FINCENT) will co-host the 2012 International Association of Peacekeeping Training Centres (IAPTC) annual conference in Helsinki, Finland, 17 to 20 September 2012. Preparations for this conference are already underway and the association's executive committee will meet in March to plan the activities and set the agenda.

International association of peacekeeping training centres

by Mr. David Lightburn

The Peacekeeping and Stability Operations Institute (PKSOI), in partnership with the U.S. Army War College and the Centre for Civil-Military Relations, hosted the 17th annual conference of the International Association of Peacekeeping Training Centres (IAPTC) at the United States Army War College facilities at Carlisle Barracks, PA during the period 14-18 November 2011.

The IAPTC is a voluntary association that annually brings together organizations and individuals with responsibilities and/or interests in education and training for peacekeeping and stability operations. The Association was founded by Canada's Pearson Peacekeeping Centre in 1995, has met annually since then, and continues to grow in size, to develop in terms of its annual program and to attract an increasingly broad range of education and training interests.

Over the years the Association has not only grown in size, but in relevance and stature. From its meager beginnings in Canada in the summer of 1995, at which time 23 people representing some 15 agencies and organizations participated, annual conferences now have some 150 to 200 participants with a focus on sharing experiences on the peacekeeping and stability operations education and training challenges and possibilities of the day. Having rotated the annual meetings through all continents at least three times, and having had 16 different hosts, the IAPTC is now a well-known international organization. It has become of particular interest and value to the United Nations. Indeed, several officials, UN and national, have commented that "if the IAPTC did not exist, something like it would have to be created". For the UN the annual conference is an economical, efficient and effective way for the UN's Individual Training Service to meet with national education and training organizations, and government officials, to discuss issues of mutual interest and to share other information – a sort of 'one-stop shopping'. That having been said, the Association, with its broad membership and program, is also of particular interest and relevance to a number of Regional and International Organizations, including those with education and training interests related to crisis management and stability operations.

The specific objectives of the IAPTC can be found on the IAPTC website (www.iaptc.org) but the principal aims and benefits include the promotion of a more comprehensive approach to education and training through the networking opportunities and the exchanges of experience at the annual conferences of the Association. This networking and exchange of experience and views is strengthened through the participation and contributions of a diverse range of military, civilian, police and academic organizations and individuals from all over the world. The annual conference of the Association is the main activity of the year, although members are encouraged to host activities at any time 'in the spirit of the IAPTC' and thereby invite other IAPTC members.

Membership in the IAPTC is voluntary and there are no membership fees. Any organization or individual participating in the annual conference is automatically a member for the following year. Participation in the annual conference is at the expense of individual members, however 'able and willing' members are encouraged to assist those countries and organizations requiring funding or other assistance in order for them to be able to also participate and contribute. As implied above, a particularly key aspect of the membership is its diversity – civilians, military, police, government officials, academics, non-government organization representatives, practitioners, serving mission personnel and anyone with an interest in, or responsibility for, peace and stability operations education and training.

The Association is loosely governed by an Executive Committee of some 10-12 people. The Committee's principal characteristics are its volunteer nature, geographic/regional balance, professional culture balance (civilian, military and police) and the fact that, with one or two exceptions, all positions on the committee rotate each year. In essence there is an annual Presidency (the host of the past year's conference), the past president, a host (incoming president), and a position for the host country 2 years ahead (so that the future host becomes familiar with the requirements and peculiarities of the IAPTC conference and planning process). In addition there are 4 'cultural' chairs – one military, one police, one civilian/joint and one 'pedagogical/training methodology'. The Executive Committee also has a Secretariat – for the first 10 years it was the founding Pearson Peacekeeping Centre, and for the past 6 years India's Centre for UN Peacekeeping. In addition the Committee has one expert advisor and a small committee headed by Sweden's Folke Bernadotte Academy that essentially focuses on consolidating successes of the organization, institutional outreach and

further development of the Association. The main tasks for the Executive Committee are to plan the annual conference in detail and to support the presidency and host in conducting the annual conference.

The program for each annual conference is developed based on initial proposals from members and then developed in detail by the Executive Committee. In 2011, in Carlisle, the main theme of the conference was *Evolving Peace Operations: Challenges, Requirements & Possibilities for Education & Training.* Past Themes have considered topics such as: *Enhancing the Effectiveness of Peace Operations through Education and Training; The Integrated Mission Approach; Implications for Education* and *Training; Framing Training; Doctrine and Guidelines for Peace Operations and Training for Missions with Complex Mandates.*

The conference is, however, more than just a seminar to a particular theme. The program is constructed so that throughout the 4 days opportunities are afforded to facilitate discussion between the various professional cultures, within each professional group, and on topics proposed by conference participants. In addition there is an 'Ideas Bazaar' wherein organizations can display and offer their current programs and training ideas. Several opportunities are also created for 'regional discussions' and for other bilateral and multilateral exchanges. The conference also recognizes excellence in the field of peace operations education and training through an annual training award concept.

The principal challenges facing the Association in 2012 are the need to attract more police organizations, as well as to better engage with education and training authorities in the NGO community. It will also be important to maintain the relative informality of the organization, to continue to make the annual conference relevant for such a diverse membership, and to ensure the program's relevancy in light of new challenges and possibilities in the field of peace and stability operations education and training.

In 2012 the conference shifts back to Europe, and Finland has offered to host – the Crisis Management Centre and the Finnish Defence Forces International Centre as co-partners. The conference will be held in Helsinki in September 2012.

The Final Day, The Executive Committee Meeting

On the final day of the International Association of Peacekeeping Training Centres (IAPTC) conference, Brigadier General Abul Basher Imamuzzaman (BG Imam), President of the IAPTC and Commandant, Bangladesh Institute of Peace Support Operation Training, introduced the new Executive Committee to the Association's members. Shortly after the introductions and in a brief ceremony, BG Imam passed the IAPTC colors and the presidency to COL Cliff D. Crofford. The ceremony not only represented the official transfer of responsibility to the new president but also the transfer from the old to the new Executive Committee.

The new Executive Committee consists of: President - Colonel Cliff D. Crofford (USA); Past President - Brig Gen Abul Basher Imamuzzaman (Bangladesh); President Elect - Mr Petteri Taitto (Finland); Observer - 2013 Conference Host - Ambassador Soad Shalaby (Egypt); Military Chair (Head Of The Military Committee) - Colonel Christopher Chellah (Zimbabwe); Civilian Police Chair (Head Of The Police Committee) - Superintendent Terry Nunn (Australia); Civilian Chair (Head Of The Civilian Committee) - Andrea De Guttry (Italy); Pedagogical Chair (Head Of The Pedagogical Committee) - Dr. Harvey J Langholtz, Ph.D. (USA); United Nations Representative - Mr. Kevin S. Kennedy; Member of CDC - Mr. Jonas Alberoth (Sweden); Honorary Member (Ex Officio) & Member of CDC - Mr. David Lightburn (Canada); Secretariat - Major General T P S Waraich, VSM (India); and Secretary, IAPTC Secretariat - Colonel M K Bindal (India).

2011 17th Annual Executive Committee addressing the participants.

2011 17th final Executive Committee Meeting

The Executive Committee's principle roles are to represent the members of the Association in developing the agenda for the annual conference and to support the president in managing the conference. During the Annual General Meeting, the Association's members proposed several themes and topics for next year's conference. With the number of proposals and the limited amount of time, no decisions were made. During the upcoming March Executive Committee Meeting, the committee will settle on the theme, develop lists of potential speakers, facilitators, thematic discussions, and special interest items, set the agenda, and outline participant activities for the 2012 annual conference. A majority of the conference is planned during the Executive Committee Meeting. After the meeting, the committee maintains contact through email until the conference in order to confirm the speakers and refine the agenda.

Members may continue to provide input until the Executive Committee meets in March. After the Executive Committee Meeting, the theme is set but the agenda and topics are subject to change. The key for providing input after the Annual General Meeting is to contact one of the Executive Committee members prior to the March meeting and to continue dialoging with them until the actual conference.

Decision making is normally a consultative and consensus process within the Executive Committee, guided by the Presidency. In this way, members of the Executive Committee play a vital role in the success of the conference and the organization.

Since 2004 this meeting has been held on the site of the annual conference to familiarize the Executive Committee with the facilities and administrative support and, indeed, regional aspects. During the annual conference itself, the committee normally meets as required.

With two members of the Executive Committee coming from the United States, there is an opportunity to influence conference outcomes and promote important initiatives to a select and influential audience of peacekeeping practitioners, trainers, educators and academics. Delegates typically include military, police, and civilians in the ranks of Ambassador on the civilian side to Major General and below for the military. As an example, this year's Executive Committee included a Brigadier General from the Bangladeshi Army, an Asst Commissioner from the Australian Federal Police, and an Ambassador from Egypt.

The members of the Executive Committee are selected from the association's volunteers. Each year, during the annual conference, members of the current executive committee solicit volunteers to head each of the functional chairs - military, police, civilian, and pedagogical - as well as a future host. The functional chairs serve for one year while the future host serves a total of four years - Observer (future host), President-Elect

2011 17th Annual Executive Committee addressing the participants.

(current host), President and Past President. During the executive committee meetings, held in the margins of the conference, the executive committee reviews the list of volunteers and during the last meeting, selects the new members. Particular attention is paid to the volunteers' country of origin to ensure that all regions (Americas, Europe, Africa, and Asia Pacific) have a voice in the development and conduct of the annual conference. A chair is selected from each of the different regions while the presidency (hosting) rotates between the regions. A fundamental point for potential volunteers is that the responsibility for each of the chairs and the presidency falls upon the institution appointed to the role, and not on any individual.

IAPTC Executive Committee Members

PRESIDENT

Colonel Cliff D. Crofford (USA)
Director, US Army Peacekeeping and Stability Operations Institute (PKSOI)
US Army War College, Upton Hall, 22 Ashburn Drive, Carlisle, PA 17013-5054
clifford.crofford@us.army.mil

PAST PRESIDENT

Brig Gen Abul Basher Imamuzzaman (Bangladesh)
Commandant, Bangladesh Institute of Peace Support Operation Training (BIPSOT)
BIPSOT, Rajenderpur Cantonment, Gazipur - 1742, Bangladesh
commandant@bipsot.net imamuzzaman@gmail.com

PRESIDENT ELECT- 2012 CONFERENCE HOST

Mr Petteri Taitto (Finland)
Head of Training, Crisis Management Centre (CMC)
CMC, Finland, PO Box 1325, 70821, KUOPIO, Finland
petteri.taitto@cmcfinland.fi

OBSERVER - 2013 CONFERENCE HOST

Ambassador Soad Shalaby (Egypt)
Director, Cairo Centre for Training on Conflict Resolution in Africa (CCCPA)
Cairo Center for Training on Conflict Resolution and Peacekeeping in Africa (CCCPA), 1 Omar Makram Street, Tahrir Square Cairo, Egypt
soad.shalaby@cairopeacekeeping.org

IAPTC Executive Committee Members

MILITARY CHAIR (HEAD OF THE MILITARY COMMITTEE)

Brigadier General Christopher Chellah (Zimbabwe)
Commandant, SADC Regional Peacekeeping Training Centre (SADC RPTC)
Harare, Zimbabwe
comdt@rptc.org.zw

CIVILIAN POLICE CHAIR (HEAD OF THE POLICE COMMITTEE)

Superintendent Terry Nunn (Australia)
Counselor- Police Advisor
Australian Mission to the United Nations
150 East 42 Street, Level 33, New York, New York 10017
Terry.Nunn@afp.gov.au

CIVILIAN CHAIR (HEAD OF THE CIVILIAN COMMITTEE)

Andrea De Guttry (Italy)
Director, International Research Laboratory on Conflict, Development and Global Politics
"Scuola Superiore Sant'Anna
Piazza Martiri della Libertà, 33 I- 56127 PISA
deguttry@sssup.it

PEDAGOGICAL CHAIR (HEAD OF THE PEDAGOGICAL COMMITTEE)

Dr. Harvey J Langholtz, Ph.D. (USA)
Executive Director
Peace Operations Training Institute (POTI)
1309 Jamestown Rd Suite 202, Williamsburg, VA 23185
USA
langholtz@peaceopstraining.org

UNITED NATIONS REPRESENTATIVE

Mr. Kevin S. Kennedy
Chief, Integrated Training Service, UNDPKO
United Nations Headquarters, 380 Madison Avenue, Room 11054A, New York 10017, USA.
kennedy2@un.org

IAPTC SECRETARIAT

Major General T P S Waraich, VSM (India)
Additional Director General Staff Duties, Integrated Headquarter of Ministry of Defence (Army), India CUNPK, C/o USI, Rao Tula Ram Marg, Post Bag no - 8, Vasant Vihar, PO, New Delhi 110057, India.
iaptc.cunpk@gmail.com

SECRETARY, IAPTC SECRETARIAT

Colonel M K Bindal (India)
Director, Centre for United Nations Peacekeeping, India (CUNPK)
C/o USI, Rao Tula Ram Marg, Post Bag no - 8, Vasant Vihar, PO, New Delhi 110057, India
dir.cunpk@gmail.com

HONORARY MEMBER (EX OFFICIO) & MEMBER OF CONSOLIDATION AND DEVELOPMENT COMMITTEE (CDC)

Mr. David Lightburn (Canada)
Senior Advisor, Folke Bernadotte Academy
356 Highway #1, Smiths Cove, Nova Scotia, BOS150, Canada
dlightburn@eastlink.ca

MEMBER OF CONSOLIDATION AND DEVELOPMENT COMMITTEE (CDC)

Mr. Jonas Alberoth (Sweden)
Acting Director General
Folke Bernadotte Academy
Sandövägen 1, SE-872 64 Sandöverken, Sweden
jonas.alberoth@folkebernadotteacademy.se

17th Annual IAPTC Conference, PKSOI Interns Get Involved

by Karen Finkenbinder

As many of our regular readers know, PKSOI has a robust internship program. Our purpose is to create the flavor of the interagency/whole of government at the earliest stages of one's career. So, we bring in college students from a variety of colleges/universities/service academies. These students have diverse majors ranging from peace and justice studies to security studies and everything in between. But one thing they have in common – each one sees his or herself as eventually working in the peace and stability operations arena in some capacity – military, civilian, or NGO. They come into PKSOI and work on projects that we want to complete but do not have staff resources to do – they are mentored by senior officers and civilians and leave PKSOI knowing more about the Army and more about themselves. We believe it is a great success.

For IAPTC, we decided to take our internship to a different level. We wanted to provide an opportunity for interns and students to attend but wanted to maximize learning and opportunities to meet and work with Conference attendees. We decided to use undergraduate students as note takers and a graduate student as the report writer. For several years, PKSOI has had a wonderful working relationship with the Alliance Linking Leaders in Education and the Services (ALLIES), a student-led organization headquartered at Tufts University. We provided ALLIES our concept and they ran with the idea. Mae Humiston, leader of the Tufts Chapter found three Tufts students; Leo Choi, Rithwik Hari and Guktae An (a PKSOI intern alum), one midshipman from the USNA, Chris Davies; and one Dickinson student, Anna Krenkel (also a PKSOI intern), to act as conference note takers. PSKOI's graduate intern, Dan Stillman, a law student from Syracuse University, had served as a report writer for a conference at Syracuse and was delighted to share his talents for IAPTC. Dan acted as the supervisor for the team and they took copious notes of all meetings and presentations, ate meals with the Conference attendees and made many contacts. The last evening of the Conference, they all worked very late to ensure that Dan had all the information he needed before the Tufts group headed to Boston on the overnight train and Midshipman Davies headed toward Annapolis. They were asked to share their thoughts with us and their consensus was, "IAPTC was an awesome experience." And from PKSOI's observations, "ditto!"

Top: Guktae An, Tufts; Midshipman Chris Davies; Anna Krenkel, Dickinson
Front: COL Cliff Crofford PKSOI Director; Rithwik Hari, Tufts; Leo Choi, Tufts; MG Gregg F. Martin Commandant U.S. Army War College

17th Annual IAPTC Conference
Reflections by PKSOI Intern Leo Y. Choi Tufts University student

As the 17th IAPTC conference opened up, guest speaker Victoria Holt immediately welcomed the participants with an inundation of current peacekeeping issues in areas such as the DRC, Kosovo, and South Sudan. I was reminded of my experiences in Model United Nations as speakers addressed the crucial role of peacekeeping in the world today, but it was a novel feeling knowing that this conference was not simply a simulation. Through my internship as a note-taker with PKSOI, I was immersed into the world of peacekeeping and was able to learn about the nature of the field and the problems it faces. As a prospective economics major, I was especially interested in the economic implications of peacekeeping discussed on the first day and kept these constraints in mind as discussions rose about the increasing complexity of missions posing a challenge to peacekeepers. Even more interesting was hearing all of the different international viewpoints come together and interact, most visibly in the small functional group breakouts where delegates could speak to each other to discuss and create ideas to present later to the larger group. And although I occasionally had to hold back the urge to speak in these talks, I satisfied the impulse by speaking to different delegates during meals or breaks and, more often than not, it was very insightful and enjoyable. Overall, I am very thankful to have had this unique opportunity through ALLIES and PKSOI to participate in this international conference and learn about the world of peacekeeping.

PKSOI Interns greeting all the guests as they arrive for the 17th Annual IAPTC formal dinner

More Guest Speakers

Mr. Kevin Kennedy (right), Integrated Training Service Chief, UN Dept of Peacekeeping Operations receives a U.S. Army War College momento from co-sponsor Center for Civil-Military Relations, Mr. Timothy Byrne

Ms. Izumi Nakamitsu, Director, Division of Policy, Evaluation and Training in the UN Department of Peacekeeping Operations

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 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.

This year's event lived up to its fine reputation as being one of the most enjoyable social venues of the IAPTC conference.

Participants from 40 countries highlighted their organization's most recent accomplishments, new technologies, training and education curriculum as well as recent publications. Participants received gifts bags compiled of 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.

Work continues on the new SOLLIMS user interface as a major development effort for FY12. The design concept is shown in the graphic below and we look to release the new GUI not later than March 31 2012. The new design borrows from many of the latest web development techniques being used by other LL sites; seeks to apply leading edge KM/IT principles; and satisfies the growing interest across the Peace and Stability Operations community to be able to normalize the many "lessons learned" environments using social networking concepts and capabilities. Current user logon data will be transferred along with the SOLLIMS lessons dbase, lesson attachments, shared library and Knowledge Library content for the Master Tier and all Tier 1 subsites, and all the metatag information.

Another key initiative we are bringing "online" is SOLLIMS Facebook Events. First of all, yes, there is a SOLLIMS Facebook page: go to http://www.facebook.com/sollims.

Once you're there, on the "wall" you will see a post labeled "SOLLIMS Event #1." An event is simply an extract taken from an existing lesson within the SOLLIMS dbase that we will provide on a monthly and/or quarterly basis, for the SOLLIMS users as well as their colleagues and friends within the larger Peace and Stability Operations (PSO) community of practitioners to use to both stimulate discussion as well as providing visibility on key PSO issues – e.g. piracy in the Strait of Hormuz. Likewise, we hope to encourage those without a SOLLIMS account to register for an account and then become a 'contributing member' to the SOLLIMS lessons data base.

February 6-9, 2012 PKSOI Upcoming Events

Unified Peace and Stability Operations Training and Education and the Integration and Exercise Workshop

George Mason University • Arlington, VA

The Joint Staff J7 has teamed with George Mason University (GMU), the Peacekeeping and Stability Operations Institute (PKSOI), and other stakeholders to conduct the 2012 "Integration & Exercise" and "Peace & Stability Operations Training and Education Workshop" a unified workshop to be held at George Mason University, Arlington Campus from 7-9 February 2012.

The workshop brings together trainers, educators, planners and practitioners from the U.S., international governmental and military organizations, international and non-governmental organizations, military and civilian peace and stability training centers, and academic institutions to share current challenges and best practices toward improving civilian and military teaming efforts, promoting synergy, and reducing ad hoc efforts that address interrelated challenges.

The workshop theme is enhancing training, education, and exercises by thinking and working collectively and collaboratively to achieve unity of purpose through a comprehensive approach. The main goals of this unified workshop are to facilitate dialogue on collaboration opportunities, increase understanding of attendees' organizational needs, and expand networking opportunities across shared communities of interest.

The workshop will consist of four workgroups:

1) **DoD Calendar Synchronization Workgroup** will conduct a comprehensive review of all exercises identified within the Joint Training and Integration Management System as requiring Interagency participation for FY12-17. The goal of this review is to identify opportunities for interagency partners to participate in DoD exercises and to identify potential support conflicts.

2) **Education and Training Workgroup** will consider relevant case studies in the field of peace and stability operations and how we can apply them in our education and training curricula.

3) **Strategic Partnering Workgroup** will analyze the components of a future civilian and military partnering model, look like, and identify the components of a successful partnering campaign.

4) **Instructional Methodologies Workgroup** will address the methodology of teaching students to think and consider national objectives, and incorporate other agencies' philosophies and mandates, to formulate common goals; and determine the best instructional methodologies to facilitate these learning outcomes.

Following the workshop, the stakeholders will publish the workshop findings and a proposed plan for continued cooperation and research efforts beyond the workshop. A compendium of collaboration opportunities and training and exercise needs, and a repository of peacekeeping and stability operations case studies and vignettes will be posted to a community of practice portal for all workshop participants to reference.

Volume 2, Issue 2

January 2012

The views expressed in this journal are those of the authors and do not necessarily reflect the official policy or position of the U.S. Army, PKSOI, the Department of Defense, or the U.S. Government. This journal is published quarterly by the Publications and Knowledge Management Division and cleared for public release; distribution is unlimited. Content is not copyrighted. Material may be reprinted if credit is given to the original author.

Staff

DIRECTOR
Colonel Cliff Crofford

DEPUTY DIRECTOR
Colonel Lorelei Coplen

MANAGING EDITOR
Chris Browne

EDITORS
Karen Finkenbinder
Barbara Glasgow

You could be in the next Peace & Stability Operations Journal Online!

Note: much of the information in this publication was taken from the IAPTC website at http://www.iaptc.org/

Announcing the April theme: Training and Education related to Stability Operations. If you are interested in contributing to the journal, send your letter or articles for submission to the PKSOI Publications Coordinator: Carl_PKSOIResearchandPublications@conus.army.mil no later than 15 March 2012 for consideration. Also provide sufficient contact information. Note that articles should reflect the topic of, Training and Education related to peacekeeping and stability operations. The Journal editing team may make changes for format, length, and inappropriate content only, and in coordination with original author.