

## **CHILEAN JOINT CENTRE FOR PEACE OPERATIONS (CECOPAC)**

### **12<sup>th</sup> ANNUAL CONFERENCE OF THE INTERNATIONAL ASSOCIATION OF PEACEKEEPING TRAINING CENTRES**

**17-20 OCTOBER 2006**

Chile's Joint Centre for Peace Operations (CECOPAC) hosted this year's annual meeting of the International Association of Peacekeeping Training Centres (IAPTC) from 17-20 October 2006. The theme for this year's conference was "The Integrated Mission Approach: Implications for Education and Training".

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## GLOSSARY

<b>ASF</b>	African Standby Force
<b>COE- DMHA</b>	Centre of Excellence in Disaster Management and Humanitarian Assistance
<b>CUNPK</b>	Centre for United Nations Peacekeeping
<b>DPKO</b>	Department of Peacekeeping Operations
<b>DSRSG</b>	Deputy Special Representative of the Secretary General
<b>ECHA</b>	Executive Committee on Humanitarian Assistance
<b>FBA</b>	Folke Bernadotte Academy
<b>FC</b>	Force Commander
<b>FPU</b>	Formed Police Unit
<b>GICHD</b>	Geneva International Centre for Humanitarian Demining
<b>HC</b>	Humanitarian Coordinator
<b>IM</b>	Integrated Mission
<b>IMPP</b>	Integrated Mission Planning Process
<b>ITS</b>	Integrated Training Services
<b>JCC</b>	Joint Coordinating Committee
<b>JLOG</b>	Joint Logistics
<b>JMAC</b>	Joint Mission Analytical Cell
<b>JOC</b>	Joint Operations Centre
<b>NGO</b>	Non Governmental Organisation
<b>OCHA</b>	Office for the Coordination of Humanitarian Affairs
<b>PCC</b>	Police Contributing Countries
<b>PSO</b>	Peace Support Operation
<b>ROE</b>	Rules of Engagement
<b>SGTM</b>	Standardized Generic Training Modules
<b>SLIP</b>	Senior Leadership Induction Programme
<b>SRSG</b>	Special Representative of the Secretary General
<b>SSR</b>	Security Sector Reform
<b>STM</b>	Standardized Training Modules
<b>TCC</b>	Troop Contributing Countries
<b>UNAMA</b>	United Nations Assistance Mission in Afghanistan
<b>UNAMI</b>	United Nations Assistance Mission for Iraq
<b>UNAMSIL</b>	United Nations Mission in Sierra Leone
<b>UNITAR POCI</b>	United Nations Institute for Training and Research Programme of Correspondence Instruction in Peacekeeping Operations
<b>UNDP</b>	United Nations Development Programme
<b>UNOCI</b>	United Nations Operation in Côte d'Ivoire
<b>UNOMIG</b>	United Nations Observer Mission in Georgia
<b>UNPOL</b>	United Nations Police

## CONFERENCE REPORT

### OPENING SESSION

#### Address by Colonel Dharmindra Singh Gill, President of the IAPTC

The speaker began by stressing the work that had been done under his presidency in order to make the IAPTC into a more credible, meaningful and rewarding organisation and, by means of welcoming participants to the conference, accentuated the importance of cooperating to achieve the IAPTC motto 'Dedicated to Achievement of Excellence'. The road map and vision statement were highlighted as a reminder of the organisation's priorities; to further interface and interaction, to restructure and redesign the web site to include Seminar Reports, Training Programmes, Case Studies and Institute registrations, to increase membership, to increase the support and involvement of UN DPKO, to increase interaction for STM Projects and to encourage bilateral and regional cooperation and coordination.

By way of introducing the theme of the conference, 'The Integrated Mission Approach: Implications for Education and Training', he touched upon the presentation by Ms. Anja Kaspersen, one of the four authors of *the Report on Integrated Missions: Practical Perspectives and Recommendations*, in the 11<sup>th</sup> annual conference of 2005 and how it has become the basis for any in-depth study on Integrated Missions. He linked her research to the associated dilemmas; the 'humanitarian space' dilemma, which is about reconciling partiality with impartiality; the 'human rights' dilemma, which is about the problem of 'inside assistance' versus 'outside critic'; and the 'local ownership' dilemma. This led on to the question of how to ensure ownership while pushing for positive change. The speaker then stressed how these challenges were the driving force behind the chosen perspectives at the 12<sup>th</sup> annual conference to enable participants, from a variety of civilian, police and military roles, to arrive at education and training tools suitable for integrated missions. The planned sessions were explained and justified while emphasising the importance of the opportunity for bilateral and multilateral exchanges at any point during the programme. As Director of the CUNPK in New Delhi, the speaker also touched upon a new thought process on an Integrated Missions Approach and hence the topic for the National Seminar in November 2006 being 'Bridging the Gap between Peacekeeping and Peace building'. The speaker finished by stressing the need for greater coordination and cooperation between training centres and how the 12<sup>th</sup> Annual Conference in Chile will serve to make headway into the required improvements.

## **Address by Mrs Vivianne Blanlot Soza, the National Minister of Defence for Chile**

Mrs Vivianne Blanlot Soza, the National Minister of Defence for Chile, then spoke at length about the position of the Chilean Government with respect to its integrated participation with other national and international organisations or armed forces in peacekeeping operations with particular emphasis on the MINUSTAH mission.

## **SESSION ONE**

The first session of the conference was titled 'Keynote Panel: Integrated Missions Approach' and was divided into three parts; the first being from the United Nations perspective by Maj Gen Anis Bajwa, the second from the field perspective by Ambassador Juan Gabriel Valdés and the third from the humanitarian perspective by Mr Freddy Polk. This was followed by a panel discussion.

### **United Nations Perspective by Maj Gen Anis Bajwa**

The distinguished speaker began by stating the key steps in building self sustaining peace; the first being security, the second, a viable political process with a peace-building strategy and the third being a UN system able to deliver wide-ranging, mutually supportive activities to sustain commitment to peace in order to build viable and inclusive conflict management structures. He stressed the need for integration between the ever growing amount of players within the conflict resolution environment today, making it a multidimensional and complex operation. The speaker highlighted the Secretary General's Note of Guidance 2006 where the SRSG's roles and responsibilities were outlined as well as the importance of 'humanitarian space' and human rights and these were tied into the objectives of integration within the UN. The supporting doctrine included the requirement for integrated planning, integrated standards and finally, the need for well-supported managerial concepts and structures for integration. The speaker then proceeded to discuss the Integrated Mission Planning Process (IMPP); stage one being advanced planning, stage two being operational planning and stage three being the review and transitional planning, though at all times, unity of effort was accentuated. Finally, the speaker discussed the challenges facing the UN; the fact that personalities and institutional interests still overpower the approaches being adopted by the system, the fact that joint programming still remains

problematic, in areas such as financing for example, and the fact that headquarters structures remain poorly aligned to support field integration. The speaker also stressed the importance of SRSG/ DSRSG's authority which is generally not fully aligned with the required responsibilities and the argument that those varying responsibilities were often not bridged constructively. This was accentuated by the lack of dialogue with humanitarian actors and an unclear division of labour. The speaker concluded by highlighting the Security Council's commitment to forming a clear exit strategy based upon a clear, *entry* strategy and the necessary cooperation between the UN and those who the UN plans to transition to.

### **The Field Perspective by Ambassador Juan Gabriel Valdés**

Ambassador Juan Gabriel Valdés began by highlighting current dilemmas and problems in the field; factors that are currently preventing integration from the field perspective. He stressed the difference between the information passed down from the UNHQ and the reality of being in the field, partly due to inaccuracy and partly due to distortion by interpretation. Being the SRSG MINUSTAH, his understanding of the mission was critical but he was confronted by huge challenges due to the fact that there was such a large gap between the original mandate and the reality on the ground. He needed access to society so as to ascertain exactly what their problems were so as to be able to provide the correct strategy for the forces on the ground. He highlighted that the fundamental problem was that he was being told what to do but not how to do it, hence, on numerous occasions he had to improvise and use his imagination which he considered an extreme challenge. A second issue was the fact that many civilian organisations did not want to be considered a part of the military set-up. They wanted to be seen as independent and offering an alternative solution. Consequently, as they were working against the principles of integration, progress in this area was increasingly difficult.

The distinguished speaker finished by highlighting the positive work undertaken by the 'Core Group', the representatives of all the organisations on the ground. In a situation where a strategy for the solution of problems was critical, it was crucial that there was a forum for expressing different, yet practical, points of view as those individuals had a more direct and appropriate approach that could be related to the reality on the ground.

## **The Humanitarian Perspective by Mr Freddy Polk**

Mr Polk started by drawing attention to the importance of peace operations and the requirements for them to be effective, efficient and timely, while relying on a unity of effort from all contributors. He proceeded to clarify the term 'humanitarian' by referring to the basic principles and development in relief but stressing the importance of independence which, in turn, was discussed in relation to integration. Mr Polk expanded on this topic by highlighting the difference between each mission and the significance of this in terms of humanitarian assistance.

The speaker emphasised that humanitarian assistance is not a political act; its priority is to minimise suffering and this delivery of assistance should be the first priority of the UN for a mission to be a success. He proceeded to stress the fact that, on average, over two thirds of relief comes from outside the UN and hence, it should be treated as a separate entity, thereby emphasising the need for a coexistence strategy and coordination amongst all players. Organisations have their own characteristics due to their differing interests but the issue is how to coordinate them; avoiding unhealthy competition amongst these organisations is crucial. Furthermore, with regards to funding, much humanitarian aid is funded by specific agencies and donations rather than from UN sources, another reason for maintaining comparative independence. The speaker also covered the importance of the relationship with the population and how people's perceptions can affect the situation, creating further dilemmas. Lastly, Mr Polk touched upon the need for education and training and the fact that it is vital not only for establishing unity but also for gaining mutual respect. He proceeded to raise the question as to whether the UN can fulfil its mandate to coordinate international humanitarian relief if the HC is part of the mission.

Mr Polk concluded by stressing the fact that although coordination and cooperation is key for integration, these organisations need to retain a certain amount of independence; the coordination of humanitarian agencies requires a very different approach from the coordination of the military sector and it is by recognising this that integration can ultimately happen.



## **SESSION TWO**

### **Functional Committees Discussions**

The second session, of two hours in length, was dedicated to functional committee discussions; the civilian committee was moderated by Dr Andreas Vogt, the military committee by Brig Lawrence Ngubane and the police committee by Supt Doug Coates.

#### **Civilian Committee**

Prior to the discussion, Dr Vogt began by presenting the basic issues and the fact that UN DPKO's Integrated Training Service (ITS) should have an interest in three key areas; informing civilian, as well as military and police entities about what peacekeeping actually entails, informing about what ITS's strategy and plans are for implementing integrated training and information and lastly, informing what needs and demands it has to IAPTC members in terms of integrated training and education. Consequently, the civilian committee focused on the following areas; firstly, how IAPTC training institutions involved with civilians can better link and cooperate with the UN and other institutions regarding recruiting for and deploying to peace operations, secondly, how available trained personnel can be better promoted and utilized, thirdly, how civilian institutions can better identify and share information on existing and planned training opportunities and lastly, how all participants can share their experiences on best practices and lessons learnt in the education and training field. In a more IM specific light, the following topics were to be discussed; how civilian institutions can better understand the roles and responsibilities of the various institutions, whether integrated training and education is actually the preferred method, the possibilities for integrating training at lower levels rather than merely senior levels, the main challenges from a civilian perspective and lastly, experiences of the participants with regards integrated training courses.

Mr. Stein Elligsen from DPKO ITS started by giving the audience an update on some of the work going on at DPKO and subsequently the related challenges. He cited three main projects that are underway, namely the training of senior management, an initiative called "building sustainable peace" which basically aims to explore peacekeeping roles that deal with/include aspects of development, and lastly, the concerns regarding policing and particularly training of Formed Police Units (FPUs). A topic that was brought up related to

this topic was the need for more precise guidelines from the UN regarding training for integrated missions, i.e. how better to conduct our courses and how better to integrate the various elements.

Another issue that came up, although not a new one, was the fact that the civilian group is not as well organized as the military or even police component and that, as civilians, one tends to lose sight of what the goal and objective are. At the moment in the civilian sector, goals and activities to this effect are still very ad hoc in nature. One reaction to this point was that whilst it is important to think about the (civilian) role post peacekeeping operation, during the peacekeeping operation itself, there has been a tendency to neglect the civilian component. With regards to planning, the DPKO concept of integration has a strong emphasis on the planning process. It was noted that civilians in peace operations pay only marginal attention to this issue but planning is very important to improved civilian efficiency in operations. It was suggested that peacekeeping training centres could assist in teaching civilians how to operate more effectively in this integrated mission process that is currently underway. Another issue that came up was that of advocacy and whether advocacy of training was a part of the civilian mandate. A challenge related to this issue was that training in itself is something that is not well appreciated at the senior management level.

As a guest contributor, Maj Gen Bajwa mentioned that from his perspective, regarding integration at all levels, the problem is that senior leadership in a mission often consists of people who have not had any training whatsoever either in a peacekeeping operation or in terms of working with the UN. He also mentioned that member states often do not send the right people for training but that also, senior leadership training is not easy to do. With this in mind, it was also noted that given the situation a few years ago, it is indeed an incredible development that today we have senior management training at all. The issue of diversity was also brought up; the fact that civilians all have different agendas and niches and areas of interest. Related to this is the fact that with such a diverse group, there are no standards as we find in the police and military components therefore creating difficulties we face in terms of articulating a common agenda.

Partly in response to an inquiry whether or not there were any efforts towards introducing peacekeeping training at academic institutions, it was emphasized that the IAPTC should reach out in conjunction with the DPKO and identify courses that could be run at various academic institutions. Also coming from an academic perspective, the issue was

raised that, as civilians in peace missions, it is evident that there is little evidence of scientific research or methodology for looking at the requirements. To this effect, academia could better contribute towards the whole issue of civilian participation in peace operations. Similarly, there are some 80 000 people out in UN missions today. They stay in a mission for a short duration and there is not yet an adequate method of tapping into or systematically noting their experience. The gap needs to be closed.

The group also received a brief on some developments on the African continent in terms of developing the civilian capacity of the African Standby Force (ASF). Notably, attention was drawn to the recent Technical Experts Workshop held in August in Ghana where their main task was to review and discuss a policy framework document on the civilian aspects of the ASF. The document, which still needs to be adopted by the African Union, spells out what is needed in terms of the civilian and police components, as well as the roles and functions of these aspects. Dr. Vogt can provide a draft of the policy document to any interested persons.

A new development within the past year is the development of the manual, 'Gender Perspectives in UN Peacekeeping Operations' written by Ximena Jimenez. The final draft will be ready within the next two months and it will be ready by January 2007. The manual is part of the UNITAR POCI series.

To conclude, the group stressed that despite the many challenges to be faced in the near future, the situation needed to be put into perspective considering the relatively short lifespan of the DPKO and the vast progress that has already been made.

## **Military Committee**

The Military Committee consisted of 45 officers from various countries. The Head of the Committee, Brig Lawrence Ngubane, began by making some introductory remarks in order to lay out a framework to guide the discussion. The remarks centred on the theme of the 12<sup>th</sup>. Annual Conference, "The Integrated Missions Approach - Implications for Education and Training".

To start the discussion, the Committee agreed that there is no generally endorsed definition of an integrated mission, nor is there an example of a pure integrated mission that serves as a model of what an integrated mission should be. It was however generally agreed

by the Committee that an integrated mission should be mutually supportive, collaborative and multi-dimensional. It is a division of labour involving a wide range of actors that may be operating on distinct mandates of peace implementation. It was also suggested that for an integrated mission to succeed the issues of command control, communication, coordination, information and intelligence must be properly articulated and pursued, given the multi-dimensional and multi-functional nature of peace operations.

Thereafter, the floor was opened for committee members to make their inputs and the delegates that made contributions linked back to the earlier keynote presentations, and raised general issues such as the importance of leadership, training in coordination and cooperation, information on the programs of some institutions, and the need to change attitudes through collective training by all components. Some of the more specific points raised by some of the participants will be touched upon briefly here. Firstly, to keep track of trained, skilled manpower in the centres when the need arises is a difficult task; hence the need to develop a system for tracking and rapidly identifying 'trained personnel', plus an emphasis on providing training for those who are scheduled for deployment or would otherwise use such training. There is also a need for the military to encourage non-military components of peace operations to train together with the military, and thus to offer to share training possibilities on peace operations courses and exercises. The objective would be to foster good knowledge and understanding of each other's roles and responsibilities is a way that would also facilitate integration. This is partly to do with the fact that the military has a training culture whereas most civilians do not. There is a need to recognize this and to facilitate civilian participation in military training courses and/or exercises.

Regarding training, the UN is currently involved in the training of senior leaders, but the same cannot be said of national and regional levels. Views were expressed that such training could also be carried out, in accordance with the UN's STM 3, on regional and national levels. For example, military training systems should incorporate appropriate peace operations education throughout a military career; for example, for an officer, at all levels of training from basic training, through staff school, staff/ war college. Furthermore, co-location of certain military, police and civilian training would facilitate training, perhaps economise on certain resources, improve mutual understanding, and thereby further integration. Specifically related to the conduct of training exercises, it was noted that many institutions conduct short one or two week courses on peace support operations, but some observed that

where possible longer duration courses be encouraged to provide greater opportunities for mutual understanding. There is also a need for the military to seek assistance from non-military components in the planning of military exercises, through development of specific non-military aspects of the exercise scenario-settings related to multidimensional and multifunctional peace operations. Mentoring of commanders and staffs during exercises is also an important way of enhancing the training value of such exercises, including the possible use of an experienced civilian mentor for peace operations exercises. Finally, regarding integration with civilian counterparts, it was observed that the implementation of some traditional civilian duties in the field by the military is a source of conflict between the two components, it was recommended that a clearer understanding of each others roles and responsibilities be further developed by common training, including where possible in mission-specific training.

In summary, it was noted that the idea of integrated missions is a good concept if it is properly implemented, but it requires a great deal of training. The issues of leadership, command, control, communications, cooperation, coordination, information and intelligence are important in any integrated mission and therefore require particular training emphasis. Military training needs to adapt to ensure more common training with police and the many categories of civilian disciplines and professions.

## **Police Committee**

The police functional committee, moderated by Supt Doug Coates, was made up of eighteen participants from twelve countries, bringing together a wide body of experience and knowledge. Primarily, the critical issues were established; the necessity to bridge the gap between police and military bodies and, in the same vein, the establishing of a harmonisation of training standards. It was also agreed that it is necessary to merge the various theories of policing so as to enhance cooperation, specifically in peacekeeping operations. A further question raised was the stage when training can be the most effective and the fact that it should include substantial information on the 'Rule of Law'. Finally, the degree and quality of prior preparation was established as an issue and how this would, in turn, have a negative influence on the command and control of the FPU's. Supt Doug Coates proceeded to define integration with the committee. Possible suggestions included the existence of common needs, the requirement to work together to produce a common objective so as to avoid

duplication of effort and the existence of symmetry so as to produce effective and efficient results in support of other players within a peacekeeping environment. The basis of all these factors is the importance of mutual trust and the fact that it only exists if there is good will. Fundamentally, integration starts with cooperation and coordination, without which it is not possible as it results in impartiality. Communication was seen as the most crucial factor; an underlying knowledge of who is where and doing what.

At the strategic level, planning is essential in order to achieve integration and vice versa. In the operational field, it is a perfect opportunity for managers to plan, engage and work together thereby producing a perfect environment for integration. However, on the tactical level, there are various examples of how this is not achieved. It was stressed that integration can only occur if there is clarity of roles and tasks and this includes the host nation, not just the UN. If not all players are fully conversant with what is happening, integration is hard to achieve. Various examples of integration were brought up to prove when it had worked well; the case of Australia and the Solomon Islands, East Timor and also the Ivory Coast where there was evidence of cooperation between the JOC/JMAC, the Force Commander and the Police Commissioner.

By way of conclusion, various ideas were proposed related to improving the current situation. Firstly, the issue of the training environment was discussed. Bringing the police and the military into contact with NGOs at the earliest opportunity would encourage integration. In this vein, it was also discussed how the learning environment should be made more challenging in terms of pre-deployment and induction training and how skills learnt at this stage should be revised as part of ongoing training in the field. A second area for improvement was regarding the importance of harmonization and standardization and the fact that without merging the current theories well coordinated policing would be difficult to achieve.

## **SESSION THREE**

### **Integrating Missions- Challenges and Opportunitites**

#### **The Security Perspective by Gen Martin Agwai**

Gen Martin Agwai began by expressing his gratitude to the organisers and his pleasure to be there. He stressed of the key principles of the IAPTC, primarily to facilitate

communication and information exchange between the different peacekeeping centres so as to provoke debate and analysis and bring out the challenges and opportunities of this approach to peace support operations (PSO). He expected that the cross-fertilization of ideas among stakeholders would help strengthen the capacity of peacekeeping educators and trainers. The presentation was divided into five parts. First, defining and explaining some basic concepts. These are: Integrated mission and security. Secondly, a brief background of the genesis of integrated missions in UN operations. This places integrated missions into an historical context, present the reasons for which the concept is promoted as well as the debate surrounding it. Thirdly, the challenges to integrated missions from the security dimension. Fourthly, the opportunities presented by integrated missions in relation to security. Finally, some strategies that enhance integrated missions in general but specifically, the security component of integrated missions.

The distinguished speaker began by defining the concept of an integrated mission and stressed the UN IMPP guidelines, whereby an integrated mission is one: *in which structure is derived from an in-depth understanding of the specific country setting, of the evolving security, political, humanitarian, human rights and development imperatives in that particular country; and of the particular mix of assets and capacities available and/or required to achieve the desired impact through mutually supportive action.* He stressed the fact that integration is the guiding principle for the planning, design and implementation of complex UN operations in post-conflict situations, essentially for linking the different dimensions of PSO (political, development, humanitarian, human rights, rule of law, social and security), and integrating the imperatives of each component into the mission strategic thinking and design. Regarding the term security, the speaker highlighted how it is often contested and characterized by its ambiguity in view of the state-centric nature of the international system and due also to the historic preoccupation of international relations with wars, the concept of security has traditionally been militarily defined. For ease of presentation, he chose to define security from the human security dimension and cited the United Nations Development Programme (UNDP) as his reason, having added this dimension to the security debate in 1994.

The speaker emphasised the fact that the genesis of integrated missions can be located in the transition from “first generation” peacekeeping to the complex, multifunctional operations that have characterized the post-Cold War era. However, the perceived failures of

the UN in Somalia, Yugoslavia, Cambodia and the lack of action to stop the genocide in Rwanda necessitated a sort of withdrawal by the UN in the conduct of such operations and they instigated the reform process at the UN when it came to its peacekeeping responsibilities. The reforms led to the realization that, in transition from war to peace, security and development are inextricably linked. Furthermore, Gen Agwai stressed that in 1992, when the General Assembly adopted resolution 46/182, it gave the UN the role of overall coordination, and also reaffirmed the importance of abiding by the humanitarian principles of humanity, impartiality and neutrality. He then proceeded to highlight how the UN Secretary General, Kofi Annan, called for a more integrated and unified UN, both at the headquarters and in the field. To this end, he gave more authority to the Special Representatives of the Secretary General (SRSG), and instituted a system of integrated missions. The overarching objective of the integration was to ensure that humanitarian strategies as well as longer-term development aims are fully integrated into the overall peacekeeping effort.

It was emphasised that there are several challenges, to security in particular, and to integrated missions in general; but in order to highlight these challenges, the speaker recapped the roles expected of the security component in integrated missions ie. to protect innocent civilians and ensure that the operation is conducted in a secure environment. In view of the robust PSOs embarked on by the UN in the post Cold War era, the security challenges are quite formidable. Consequently, the military component must provide security to protect both the actors in the field and the population. This task poses some challenges to the Force Commander (FC) and his personnel. Another area of challenge highlighted by the speaker is in the area of training. Given the broad spectrum of responsibilities on the shoulder of security personnel, there is the urgent need to train them to understand that their conventional military training may have to give way in a PSO. He then gave the example that the provisions of the rules of engagement (ROEs) for a mission are among the most misunderstood aspect of UN PSO. Another challenge is that of the use of force. When and up to what level should force be used in an operation? It was the speaker's view that in the conduct of UN operations if there is the slightest possibility of danger to innocent civilians, and even the UN personnel, such regulations could be modified to protect human lives. In this regard, the speaker could not emphasise enough that the security component of an integrated mission should be adequately equipped so that it could respond appropriately in self-defence in case attacked. Another challenge to security in the integrated mission is that



of inadequate troops. The number of troops to most PSO is noted to be inadequate but the speaker appreciated the financial commitment and the huge logistic requirement of such a large contingent of peacekeepers. Finally, the distinguished speaker emphasised the challenge of intelligence and how cooperation between actors in order to share and disseminate information needs to be worked out.

He also drew attention to the opportunities to be seized in an integrated mission. These include cooperation, enhanced institutional respect and training among others. Cooperation could involve intelligence sharing and information dissemination. It could also include joint utilization of equipment, logistics and personnel. Regarding enhanced institutional respect, integrated missions provide avenues for the military to earn respect as well-trained, disciplined and dedicated professionals. With training, the involvement of the military in UN integrated missions provides opportunities for training even at higher level. In the absence of war, participation in such missions especially of peace enforcement, provides opportunities for Armed Forces to train their personnel. Integrated missions provide opportunities for joint training for the military. Gen Agwai then proceeded to discuss the necessary strategies to ensure enhanced integrated missions specifically from a security perspective; namely under training, missions planning and provision of adequate numbers of troops.

To conclude, the speaker stressed his intention to highlight the challenges and opportunities of the integrated mission approach from a security perspective. He is of the opinion that the challenges are surmountable to enable the societies where these missions are located to enjoy their full capabilities and, based on the identified challenges, he proffered some strategies and made some recommendations on the way forward; that there should be sustained training and retraining of security personnel involved in missions and that the UN should ensure that adequate numbers of troops and military personnel are sent to missions to ensure effectiveness.

### **The Rule of Law Perspective by Chief Supt Yves Bouchard**

The second part of 'Challenges and Opportunities' was considered from the Rule of Law perspective. C/Supt Bouchard began by explaining the significance of his experiences as Police Commissioner in Haiti and Cote d'Ivoire and how that would influence his key

points; the rule of law and the effect that integration has on peacekeeping operations. He also stressed the relevance to all parties; military, police and civilian. He then quoted the UN ECHA Report on Integrated Missions (2005), the three key perspectives of Integrated Missions; the restoration of stability, law and order, the protection of civilians and providing the foundations for long term recovery and development.

C/Supt Bouchard emphasised the need for vision, mission, strategy and a strong mission mandate for success but stressed the existence of difficulties and challenges in trying to achieve this. Integration, he explained, would go some way to alleviating this. He then explained how the UNOCI could provide strategic direction for planning for an integrated mission and the significance of the SRSG or the DSRSG in terms of security planning. Integrated operations would be assisted by the existence of joint organizations such as Joint Logistics (JLOG) or the Joint Mission Analytical Cell (JMAC). The speaker proceeded to explain the significance of the terms cooperation and coordination and the fact that, in order to achieve integration, activities need to be tailored to the individual mandate. One difficulty mentioned was the fact that cooperation does not always mean integration as the latter is not always possible between outside actors and the UN but efforts should be made to ensure that there is enhanced synergy within the UN. In order to do this, the right message and doctrine needs to be disseminated and this takes time, patience, strategy and tactics. C/Supt Bouchard then gave various examples of needs- driven cooperation such as assisting the local population with temporary security measures or assisting with capacity enhancement of the local police and Gendarmerie. He gave his example of the November 2004 crisis response which was an example of cooperation, despite being 'emergency' based, where all parties came together and worked alongside each other. With regards integration, he mentioned the benefits of JLOG as an example; by fully collaborating mandates and resources, costs were subsequently reduced.

The speaker then proceeded to compare the old approach to integration to the new, explaining how the challenge is to break down the traditional mandate-driven approach and look to be more holistic in planning and implementation. He demonstrated how, initially, the two key groups; CIVPOL and the military, would work as two separate entities, crossing paths when necessary yet generally resistant to change with a lack of communication and trust. However, the new approach shows that as security is established, different groups involved with (peacemaking, peacekeeping and peacebuilding) take different leads according to timing

and necessity of conditions. To support his point, he then demonstrated the contrast of the integration of 'Rule of Law' restructuring in UNOCI – Haiti (use of DPA), as compared with UNOMIG – Georgia. C/Supt Bouchard proceeded to discuss the functional approach for the Joint Coordinating Committee (JCC) by considering the external outreach and its capacity as well as the national versus the international capacity and the fact that all parties are brought together under the JCC.

C/Supt Bouchard went on to explain how the 'Rule of Law' is part of a greater framework where civil society, the humanitarian sector, diplomacy and defence all fit together and the 'Rule of Law' can then be broken down into four further areas; police, judiciary, corrections and with an overall consideration of human rights. There is potential, in the near future, to use a 'Rule of Law Index' as a measure for establishing the mission mandate. The speaker then gave a detailed example of the UNPOL mandate in Cote D'Ivoire ie. Primarily to assist the Government of National Reconciliation in re-establishing the authority of the judiciary and the 'Rule of Law' throughout, as well as assisting the government, advising and establishing a training programme; and he cited some of the challenges that arose in order to fulfil this mandate, such as restoring various cadres of police officers with varying levels and types of experience. He explained the patience required in this instance while the difficulties of the mission were able to highlight the strengths and weaknesses of mission integration as applied to the 'Rule of Law'.

The speaker proceeded to discuss the needs and requirements of an UNPOL mandate and, specifically, the importance of teaching and mentoring and learning from those with integrated mission experience. "the more you deploy to integrated missions, the more you want to participate in integrated missions because of the successes. Therefore there is a need to pass this experience down through mentoring programs". In the same vein, he stated that mission requirements are comprehensive; integrated training, full qualifications (whether linguistic or IT based), a full understanding of the 'Rule of Law' and the basis of human rights, gender integration, cultural awareness and the ability to problem solve. Fundamentally, a clear understanding of strengths and limitations is crucial to integration.

In conclusion, C/Supt Bouchard stressed four points. Firstly, the fact that it is important for trainers to take ownership for training and to be accountable to the recipient partners for providing the best training. Secondly, he accentuated the importance of training in human rights means; understanding the role of successful integration and the underlying

principles of a successful civil society. Thirdly, the fact that women and men bring different skill sets: full integration means better ability to solve quick rising issues, and having mixed gender in missions becomes a model for future integration. Lastly, he stressed that a holistic approach is required; increased human resources, increased specialties and more comprehensive approaches to problem solving. Fundamentally, integration reduces cost, time and resources and increases the possibilities of success.

### **The Humanitarian Perspective by Mr Josef Reiterer**

Challenges and opportunities from the humanitarian perspective were presented by Mr Josef Reiterer. He began by speaking about the challenges of integration and how we are slowly moving away from the traditional approach to peace missions where the Humanitarian Coordination Mechanism, comprising NGOs and the Red Cross movement, remained a totally separate entity. Mr Reiterer gave various examples of current integrated missions, showing evidence of progress but highlighting the improvements still to be made in terms of humanitarian integration. These include UNAMA, where humanitarian coordination structures are fully integrated into the mission structure and budget although there is no OCHA presence, UNAMI, where humanitarian coordination structures are, again, fully integrated and again, there is no OCHA presence, and UNAMSIL, where OCHA remains separately located and funded.

The speaker explained the relationship between the various players and principally, the fact that the DSRSG is appointed the Humanitarian Coordinator (HC). This was clearly outlined in the SG's Note of Guidance in Feb 2006 and, crucially, humanitarian relations have improved and are now better established. It was mentioned that there are now better relationships between political actors, which has improved efforts for coordination and integration, and OCHA is gradually playing a larger and more crucial role, (though still remaining a separate entity with its own office and funding in the field as, in certain cases, OCHA has to work independently).

Mr Reiterer explained how participating in planning and operations is part of the permanent challenges of OCHA and they are gradually gaining more influence on strategic decision making. He stressed the progress made in countries such as Liberia, Afghanistan and Iraq but emphasised that there are still numerous challenges present in integration. For

example, there are frequently objections to the work of OCHA from humanitarian agencies outside the UN system and various coordination mechanisms are necessary in order to ensure coordination and cooperation. It is necessary to establish who exactly is in charge, what the policies are and who is setting agenda- all situations that need to be dealt with for integration. A further factor preventing full integration on the humanitarian front is the relation between politicians and the actors involved- at times this can cause friction that affects coordination and integration. Expanding on this point, the speaker explained that OCHA maintains that there are differences in understanding of the activities conducted by the military in some of their missions, from a humanitarian point of view, and this is an area which could produce friction impeding complete integration.

Mr Reiterer concluded by stressing that, fundamentally, there are different ways of coordinating humanitarian aid- depending on who is participating in the mission, and OCHA aims to coordinate the situation better by gaining a deeper understanding of the bigger picture and defining tasks in more depth; fundamentally, providing further clarity on who is playing a part and in what way.

### **The Local Authorities, Civil Society and Development Perspective by Dr Gerard A. Fischer**

Integration challenges and opportunities from the point of view of the local authorities, civil society and development were presented by Dr Gerard Fischer. He began by explaining how the mandate and the *interpretation* of the mandate of the mission are central in order to establish a variety of relationships between actors and, in turn, how they fit into the actions taken to build or restore peace. As a result, this means that there are numerous multi faceted relationships which are represented in many different forms within the missions which clearly poses a problem for coordination and cooperation.

Fundamentally, current missions consist of various factors and these do not only deal with peace. Dr Fischer also emphasised how, today, we are also faced with environmental or conservation issues which are becoming increasingly important. Another point highlighted by the speaker was the fact that it is more and more critical that all parties involved make the most of the space in between conflicts in order to build bases from which to build in the future. In this way, it is possible to prevent further threats to undermine peace. The speaker

continued by saying that in DPKO, there is an understanding that individuals who participate in peace missions are often misled as it is not that actions occur as planned in conjunction with the mission mandate.

Finally, the speaker mentioned that a fundamental weakness in the mission planning stage is the lack of consideration for the opinions of local organisations which often results in situations of misunderstanding and a lack of agreement. This also poses a problem in that the mandate presents situations which, in practice, by being impractical, result in a low acceptance not only by the actors within the mission but also by those who should be benefiting from it.

## **SESSIONS FOUR & FIVE**

### **Integrated Missions Multi-functional Group Discussions: Implications for Education and Training**

In the context of the main theme of the conference, the purpose of the IAPTC multifunctional group discussions were as follows; firstly to identify the training needs, secondly, to identify and share information on existing or planned training opportunities for preparing groups and individuals, thirdly, to consider and exchange views on issues and challenges involved in this education and training and lastly, to share experiences on best practices and lessons learned in the education and training field.

On the margins of such deliberations, participants and organisations/institutions were able to exchange more detailed information on specific topics, arrange for instructor or facilitator exchanges, and pursue other bilateral or multilateral education and training cooperation. IAPTC participants came to the conference having already researched and identified information on various topics; institutional, other national, and regional, courses and training exercises that support, or could potentially support, the integrated mission concept and best practices and other lessons learned in striving to prepare for either joint, or coordinated, or integrated, missions. Such missions could be either UN led, regional led or coalition based.

Three separate discussion issues related to the implication for education and training in support of the idea of greater integration of international assets and capabilities in a mission were proposed by Mr David Lightburn and participants were assigned to groups in

order to mix military, civilian and police members from a range of countries. Prior to beginning the discussions, Mr David Lightburn gave a brief overview of the ideas to be discussed and his reasons for selecting them.

### **Topic 1: Education and Training in Support of the Integrated Mission Concept**

The first topic was 'Education and Training in Support of the Integrated Mission Concept', and considering the integrated mission concept, participants considered how education and training contribute to an effective implementation.

The group began by attempting to define integration and they came to the decision that it can have a different meaning not only depending upon the personnel concerned and their background but also the fact that each mission is different. They did agree, however, that there are two levels of integration; that of the political and military level and that of integration combined with humanitarian elements.

Issues were then raised regarding education and training. Firstly, the group considered that the UN structure is not particularly conducive to integration due to the amount of agencies and the way they are managed. Secondly, it was agreed that there is a gap in the identification of core competencies and that if this were solved by means of a training solution it would enable senior positions to be filled more appropriately. Furthermore, the group came to the decision that peace training centres themselves need to be standardised; not only should there be a common doctrine and training but all elements should be included (military, police, humanitarian and political). In order to achieve this, cross training between centres could be encouraged so as to achieve this commonality. It was also stressed that training should be targeted at all levels; strategic, operational and tactical. A further point raised by the group was related to funding. The question was brought up whether developing countries should have to use bilateral arrangements for funding or whether the UN should use its funding for operations to support training for developing countries.

In order to analyse training and educational opportunities, the group then proceeded to identify the respective players at various stages of the mission; stakeholders from a pre-mission perspective; troop/ police contributing countries (TCC)/PCC, national and regional training centres, UNNY, UN organisations, NGOs and international organisations such as the Red Cross and stakeholders in-mission; TCC/PCC, the Mission Training Cell (DKPO), UN

Agencies, NGOs and the host nation. The group then pooled ideas to produce a list of existing integrated training and education ideas in various countries. Examples included the NATO school in Germany where mobile instructor teams with specialist augmentation focused on specific needs, pre-exercise courses as a cross-sector training mechanism, a common staff college PSO exercise between the colleges of the UK, France, Germany, Italy and Spain and various bilateral partnerships between universities and PSO organisations. This then linked into new ideas currently being considered and implemented in some centres such as problem based learning for adult education and enhanced scenario based training and education. The importance of in-mission training was also emphasised in order to reflect on progress, making use of mentors and host nation civilian providers as well so as to encourage further integration.

In conclusion, the group summed up possible roles for UN, UN agencies and international and regional organisations. The DKPO would ensure a common doctrine critical to underpinning all training and would also be responsible for updating and broadening SGTM to widen the range and to encompass integration. They would also research possible financial support for training in developing countries. Other UN agencies would merely support and encourage the move to integration while the IAPTC would facilitate discussions and provide a link to other UN agencies, providing feedback and facilitating the sharing of knowledge.

## **Topic 2: Education and Training in Support of Better Integration of Security and Humanitarian Functions**

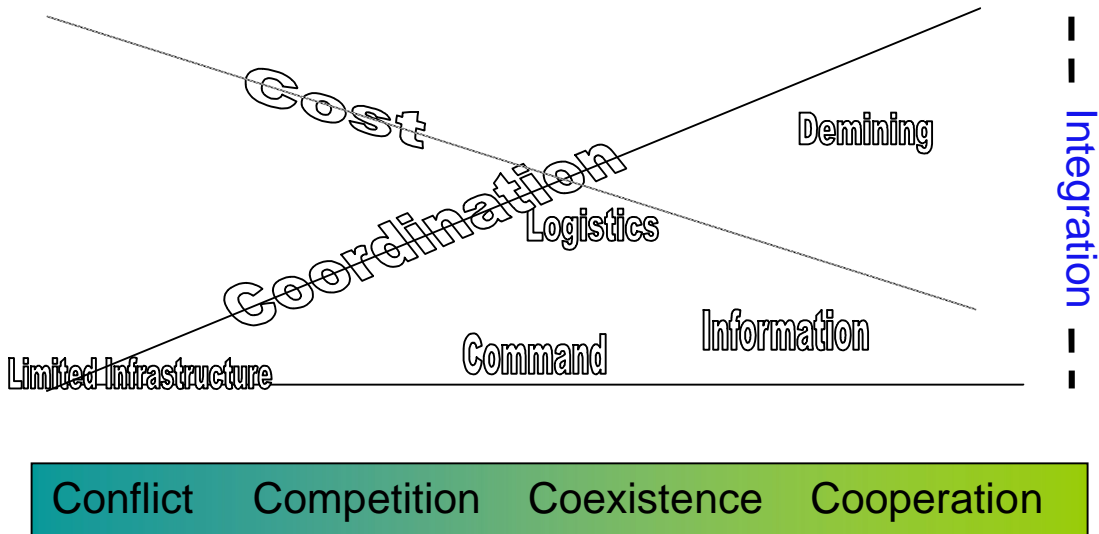
The second topic was 'Education and Training in Support of Better Integration of Security and Humanitarian Functions' and participants considered what new developments there are in education and training to support the move to more integrated approaches, especially in bringing together the security and humanitarian elements early in a crisis.

The second group focused on a specific framework so as to demonstrate integration and its benefits. Fundamentally, as a situation goes from conflict to an idealistic notion of integration, it progresses through the stages of competition, coexistence and cooperation. As coordination increases, costs decrease. Furthermore, various interests are raised at certain



times and it is noticeable that the majority appear in the middle of the scale. It is due to the presence of other interests that the group believed that true integration is rarely achieved.

Fig. 1 Continuum of Operations



The group then proceeded to analyse the various issues to be addressed. It was considered that the selection of leadership was a crucial factor and that mentoring and continuous training should be a regular part of the training of senior mission leaders and liaison officers. In this way, goals would be identified early on. Perceptions and attitudes were also recognised as an issue; training should be directed at both the operational and tactical level by way of media and cultural awareness training, an area which the group agreed should be the responsibility of DPKO. The group then proceeded to focus on the security element, agreeing that the curriculum for training should be more widely developed, thereby giving more emphasis to the humanitarian side. Ideally, this should be dealt with at the pre-deployment stage. Lastly, it was discussed that general expectations need to be modified, especially concerning mid-level management. It was suggested that a course be introduced that incorporated this idea, ideally pre-deployment, and this should be the responsibility of either OCHA or the national IMTC.

### **Topic 3: Education and Training in Support of the Development of a True Culture of Cooperation and Coordination in Peace Operations**

The third topic was titled 'Education and Training in Support of the Development of a True Culture of Cooperation and Coordination in Peace Operations' and participants discussed the ways in which education and training can be improved to promote a 'culture of cooperation and coordination'. The group began by establishing the key issue which was an idea proposed by Mr John Otte, "Everybody is in favour of coordination but no one likes to be coordinated", and the issues subsequently fell out of this.

The group then analysed the link between all the stages of the training cycle. It was agreed that the quality of the relationships between the military, police and civilian actors is crucial in order to gain mutual knowledge and respect and this, in turn, improves the quality of thinking and hence a better standard of education and training. This would then affect the quality of work, including elements such as workshops and lifecycle training, which would lead to a high quality of results by better cooperation and coordination. Once quality results are achieved, relationships improve and the cycle continues in an upward spiral. It was established that if any of the links break, or are weakened, the cycle fails but it was agreed that the driver for all stages is effective leadership and this will improve the quality at all levels.

The group then proceeded to suggest various recommendations so as to enhance the development of a true culture of cooperation and coordination in peace operations. It was considered crucial that all actors should have mutual knowledge which would lead to a deeper mutual understanding and hence mutual respect. Players often have very little knowledge of each other's functions and this then leads to a misunderstanding of priorities. It was agreed that the only way to achieve integration was by constant dialogue and identifying the roles of various organisations. However, mutual knowledge was also deemed relevant between nations; having a multicultural awareness aids cooperation on all levels. Simple actions such as merely talking to other people open avenues of communication and the wearing of uniform helps in identification. The group also emphasised the importance of common training which again links into mutual knowledge, especially as actors are often reluctant to share information. Specific programmes need to be developed with appropriate scenarios and exercises and, where possible, making use of individuals from a particular organisation to be role-players for example. Various centres also mentioned the benefits of

exchanging instructors so as to share examples of good practice. It was stressed that although the IAPTC was an ideal forum for discussion, there should be more opportunities and once a year is not enough.

In conclusion, it was agreed that the human factor is the most important and that personal relationships need to be cultivated so as to improve the quality of work and subsequently of output. The group stressed the fact that it is a vicious circle and that if relationships falter, so too do results.

### **United Nations Missions Training Presentations:**

#### **ITS Current Developments, Strategy and Core Business Activities and**

#### **DPKO Training Policy Development for Integrated Mission Training by Mr Stein Elligsen**

Mr Stein Elligsen began by discussing the structure of the DPKO, comparing the composition pre and post November 2005; the key change being the introduction of the Integrated Training Service in place of the former Training and Evaluation Service and the CTDU. He stressed how an integration process is never easy, especially in a situation such as that where people are taken from very different areas with marked differences. He cited the Report of the Panel on UN Peace Operations, popularly known as the Brahimi Report which proposed concrete ways to harness all UN resources in order to consolidate peace and support the re-establishment of a stable and legitimate central government. While the Brahimi Report did not refer to integrated missions as such, it gave guidance to training units for integration between military, police and civilian units. As such the ITS was created with the key focus being staff in, or due to deploy to, the field. Consequently, integration with other organisations is a crucial factor in its success.

The speaker then proceeded to talk in more depth about the composition of the ITS and the fact that it now has a director's post as Chief of Service which means that the ITS has access to DPKO decision making. Mr Elligsen then went into detail regarding the composition and functions of the various departments but stressed that current ITS priorities were directed towards training delivery; specifically training support to new missions, the ETCC and EPCC, the Senior Mission Leaders Course (SML), the Senior Leadership Induction Programme (SLIP), IMTC courses and core induction training. The ITS has

recognised that the UN standardised peacekeeping training material needs to be integrated with the training of the respective member states which helps to strengthen the coordination and cooperation in the area of peacekeeping training. One way of doing this is to utilise the expertise of TCCs to train emerging TCCs which in turn enhances their capabilities.

With regards the development and updating of ITS' core training module, the Standardised Training Modules (STM), the speaker explained how there were two key sub sections; STM development and STM maintenance. Regarding development, he emphasised the fact that it is currently a joint effort of TCCs, PCCs, MS and DPKO, UN Agencies and partners to develop and share the contents of UN Standardised Training Modules for UN peacekeepers. In this way, duplication can be avoided and it will meet the training needs of today's complex PKOs. ITS use existing benchmark training programmes in an 'inclusive approach' where MS/TCCs, Field Missions, UN Fund Programmes and specialised agencies, international and regional organisations are included in the establishing of working groups and workshops where training specifications and specific contents are developed. In such a way, there is enhanced coordination, cooperation and consensus with Field Missions.

The speaker then spoke about the Standardised Training Modules Concept and the type of training that all personnel; peacekeepers, specialists and leaders, are required to undertake. All personnel would be required to do the Standardised Generic Training Modules (SGTM), the recent version of which was published in Feb 2006. However, the speaker emphasised the fact that various modules on up to date issues, such as HIV and human trafficking, have been included. The STM 2 project was designed with the view to enhancing troop and police contributing countries' capabilities for participation in UN PKOs through the development and provision of standardised training material for specific categories of personnel. This is designed to fit between SGTM and in-mission training. Mr Elligsen then proceeded to discuss the principles of the STM 3 project, the theory being to develop a standardised management training programme for senior civilian, police and military personnel prior to deployment to UN peacekeeping missions and explained the specific modules.

The speaker concluded by highlighting that the principle of the ITS is to develop a coherent training curriculum on the elements of building sustainable peace so peacekeepers, military, police and civilian staff, can better understand their roles and contributions in the

context of today's multidimensional peacekeeping operations. He also stressed, however, that ITS maintains close liaison with the DPKO Best Practices Unit regarding peacekeeping procedures, policy and doctrine in order to provide the highest quality training for all individuals.

## **SESSION SIX**

### **Ideas Bazaar and Information Exchange**

The ideas bazaar was introduced to the programme following a successful trial in the previous IAPTC conference in 2005. The principle idea was to share and explore novel ideas and information focusing on contemporary training related issues and topics of common interest by individuals, institutions and groups. Not only did this method enable individuals to familiarise themselves with unfamiliar subjects but it facilitated bilateral and regional communication.

- **Work of the GICHD by Mr Stephan Nellen, GICHD**

Idea: To present the GICHD and its links between mine action and peacekeeping, particularly highlighting two GICHD products; International Mine Action Standards (IMAS) and Information Management Systems for Mine Action (IMSMA).

- **PSO Simulators SIMUPAZ by Tte Col Eduardo Godoy Gonzalez, Chilean/Argentinean Simulation Training System.**

Idea: To present the fundamentals of a Chilean/ Argentinean simulation training system for peacekeeping operations. Composed of an instructor tutoring system and a collective training system, it enables students to improve their decision-making skills as commanders and staff in a conflict scenario.

- **PSOTC Bosnia Hertzegovina by Brig Henning B. Larsen, PSOTC**

Idea: To familiarise individuals with the work of the PSOTC, a training and education

establishment in a post-conflict area designed to promote capabilities, integration and to assist with rebuilding.

- **Integration of SGTM, STM 2 and 3, BSP and the MPAT concept in the implementation of the GPOI programme by the Centre of Excellence in Disaster Management and Humanitarian Assistance (COE-DMHA) by Mr John Derick**

Idea: To demonstrate how COE-DMHA have assisted in the development of SGTM, STM, BSP and the MPAT concept through PKO seminars, courses and exercises thus enhancing the peacekeeping capacity of participating nations.

- **Global Peace Operations Initiative by Mr Roger Moran, the Bureau of Political-Military Affairs, US Dept of State**

Idea: To explain the principles of a worldwide training and equipment programme designed to expand global peacekeeping capacity, the key factor being to provide training, equipment, logistics support and police training support to enable recipient countries to increase their own capacity to train peacekeepers.

- **Civil-Military Coordination (a self-study) by Mr Josef Reiterer, OCHA**

Idea: The dissemination of humanitarian policy documents on civil military relations.

- **Integrated Missions and the need for Security Sector Reform (SSR) for Successful PKO by Col (Retd) Wolf Poulet**

Idea: To familiarise PKO training centres with SSR. It is often regarded as part of a peace operations exit strategy rather than an entrance strategy and experience has shown that a PKO is generally considered a failure if a more stable economy with higher human security is not established. Harmonisation of military operations planning with civil/ military/ police controlled SSR measures should improve the general situation.

- **Cooperation in Multifunctional Peace Operations and a Multifunctional Civil-Military Exercise VIKING by the Folke Bernadotte Academy (FBA), Sweden**

Idea: a) To explain the concept of the FBA's multifunctional course including its objectives, curriculum outline, participants, course conduct, evaluation and a briefing on the 2007 course to be held from 20 May- 1 Jun 06.

b) To explain the concept of the multinational and multidisciplinary exercise VIKING including its objectives, planning, implementation, evaluation, lessons learned from VIKING 05 and the main concept for VIKING 08.

- **Distance Training on United Nations Peacekeeping by Prof Harvey Langholtz, UNITAR POCI**

Idea: To present the benefits of distance training and the fact that it can provide standard, universal learning on all aspects of peacekeeping for students worldwide.

- **Principles of Public Order Matters for the Armed Forces committed in Peacekeeping Operations by Maj Jean Luc Renault**

Idea: It has been recognised that most public order missions are police tasks but, occasionally, in very high intensity situations, this could lead to a handover to the armed forces. Consequently, it is necessary to analyse the different means, concepts and doctrines between military and police training to enable this threshold to be precisely defined so that the escalation of force can be implemented at the right time.

- **SGTM via e-learning by the Australian Defence Forces**

Idea: To familiarise individuals with the e-learning concept by the distribution of leaflets.

- **Institutional Capacity Building; Building Capacity for Peace Operations by Mr Anthony Anderson and Supt Doug Coates**

Idea: To explain the fundamentals of institutional capacity building in peace operations.

## **SESSION SEVEN**

### **Functional Committees – Points for AGM and Elections Results**

The penultimate session began with the key points from the functional committees being brought up by the respective heads of committee. The new heads of committee were also announced.

### **Annual General Meeting and Wash-up by Col Dharmindra Singh Gill**

The final part of the session was the annual general meeting, chaired by Col Dharmindra Singh Gill, the main points of which will be summed up briefly.

The session began with the main issues that had been brought up in the ECM, held in Santiago de Chile from 21-22 Mar 06; the participation of police and civilians, fundraising and sponsorship, the structure of the committees, the frequency of ECM during the conference and the voting procedure. The theme for the 13<sup>th</sup> Annual Conference was also considered and it was decided that it should be “Peacekeeping Doctrine and Research: Implications for Training and Education. The speaker then highlighted the main issues raised during the week’s conference. Firstly, there needs to be a clear set of guidelines with regards CIMIC training. Secondly, the conduct of the courses needs to be regulated though it was stressed that pursuing training recognition should continue. Lastly, it was deemed necessary to schedule the ITS briefing towards the early part of the conference.

There then followed a short briefing, by Mr Jonas Alberoth, on the IAPTC Conference 2007, to be held in Stockholm, Sweden.

### **Closing Ceremony**

The closing ceremony was headed by the Minister for Foreign Affairs for Chile (Stand-In), Mr Alberto Van Klaveren Stork. He began by speaking about the current security environment and the situations in which we find peacekeeping operations. He highlighted the UN Secretary General's question as to what the point of the UN was if it couldn't prevent genocide and proceeded to stress recent changes in the international community. He then focused on the basis for the participation of Chile in UN Peacekeeping operations due to it having recently become an active participant in the international scenario. He affirmed that,



given the relationship between Chile's development as a country and the necessity for a peaceful international environment, it was vital to make a contribution to international security. Chile's contribution is through an active participation in the international community, in its organizations and the actions that it undertakes, including peacekeeping operations. Mr Alberto Van Klaveren Stork then briefly covered Chilean participation in peacekeeping operations and the progress made. He highlighted that, since the nineties, Chile's contribution has become more prominent, as the participation of its armed forces and police personnel in El Salvador, Iraq, Bosnia-Herzegovina, Cambodia, and Kosovo has demonstrated. The distinguished speaker spoke in more detail about the MINUSTAH mission, one of the most important peacekeeping operations of the UN system, a clear sign of Chile's commitment to international peace and security, particularly through targeted cooperation for the creation of democratic institutions in the poorest country in the Western Hemisphere. This then led onto Chile's defence policy and the importance of the fact that, until 1999, Chile was able to participate only in peace *building* operations and not in peace *keeping* operations (Chapter VII of the UN Charter). He stressed the importance for Chile to be involved in these missions; not only to train and maintain the skills of Chile's armed forces but also to strengthen global security initiatives and subsequently regional and national initiatives.

With regards to improving UN peacekeeping operations, Mr Alberto Van Klaveren Stork emphasised Chile's support for two recent steps taken by the UN; the Brahimi Report and the Commission for Peace Consolidation prior to emphasising the financial aspects and their complexity. The speaker finished by stressing the fact that the more emphasis placed on the human security aspect in peacekeeping operations, the better equipped we will all be to deal with the two main challenges in the international system: conflict prevention and the maintenance of peace.

The President of the IAPTC, Colonel Dharmindra Singh Gill, followed on by expressing his gratitude to the Director of CECOPAC, Naval Captain Rodrigo Sanchez Conrads, and his staff for the smooth organisation and administration of the conference. He highlighted the work that has already been done but reiterated the need for continual effort in the quest for integration.

Finally, Col Dharindra Singh Gill finished by handing over the presidency of the IAPTC to the Director of CECOPAC, Naval Captain Rodrigo Sanchez Conrads, who marked the end of the 12<sup>th</sup> Annual Conference of the IAPTC with an acceptance speech and a few words of thanks to all participants. He highlighted the benefits of sharing experiences in an integrated environment where military, police and civilians could benefit from each other's experiences. The speaker then proceeded to stress Chile's growing participation in the PK world and how, as a peacekeeping centre, CECOPAC has been able to benefit from joining the IAPTC. Naval Captain Rodrigo Sanchez Conrads accentuated the fact that the best results of this conference will be each centre's commitment correctly to employ this "integration concept" properly to train our armed forces, police and civilians for success in the mission areas. He finished by thanking all involved for their excellent work and hoped that all had had the opportunity to make good use of the Conference as a networking platform, and a basis for friendships and cooperation in order to promote the 'integration spirit' that all participants have been working hard to achieve.

#### **ANNEXES:**

**ANNEX A: Address by Colonel Dharindra Singh Gill, President of the IAPTC**

**ANNEX B: Functional Committees' Discussions- Civilian Committee**

**ANNEX C: Functional Committees' Discussions- Military Committee**

**ANNEX D: Integrating Missions- Challenges and Opportunities, The Security Perspective by Gen Martin Agwai**

**ANNEX E: Peacekeeping Operations in the Context of Chile's Foreign Policy by the Minister for Foreign Affairs for Chile (Stand-in), Mr. Alberto Van Klaveren Stork**

**ANNEX F: Closing Ceremony Presidential Acceptance Speech by Naval Captain (Marine Corps) Rodrigo Sánchez**

**ANNEX G: Programme**