



## **Conference Report -2005**

### **Training for Peace: Cooperation and Coordination**

The eleventh annual IAPTC conference was hosted by the Centre for United Nations Peacekeeping (CUNPK), United Service Institution of India at New Delhi, India during 24 October - 28 October 2005.

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# **EXECUTIVE SUMMARY**

**UNITED SERVICE INSTITUTION OF INDIA**  
**CENTRE FOR UNITED NATIONS PEACEKEEPING (USI-CUNPK)**

**11<sup>th</sup> ANNUAL CONFERENCE OF**  
**INTERNATIONAL ASSOCIATION OF PEACEKEEPING**  
**TRAINING CENTRES (IAPTC)**  
**NEW DELHI, INDIA**

**25 – 28 OCT 2005**

**EXECUTIVE SUMMARY**

The Centre for United Nations Peacekeeping (CUNPK), United Service Institution of India (USI), hosted this year's annual meeting of the International Association for Peacekeeping Training Centres (IAPTC) during 25-28 October 2005. A brief account of the issues raised and discussed in the conference is presented here.

**OPENING SESSION**

**Welcome remarks by Lt Gen Satish Nambiar**

Welcoming the gathering, Lt Gen Satish Nambiar, Director, United Service Institution of India spoke on the genesis of the Centre for United Nations Peacekeeping (CUNPK) and elaborated on its multifarious activities. He expressed his pleasure in inviting delegates from other countries who are representatives of peacekeeping training centres across the world. The speaker noted that the conference was taking place at a momentous period in the history of the United Nations when sixty years have passed since its inception. It is also a point of time when the relevance of UN is called into question. Observing that the developed countries' support to UN peacekeeping is shrinking, he expressed optimism at the emergence of a positive trend that witnesses the increasing participation of countries from Africa, Asia, Europe, and South America. In this context, Gen Nambiar reminded the participants of their commitment to strengthen United Nations and urged them to lend the necessary support.

**Opening address by Mr Shyam Saran, Foreign Secretary, Government of India**

The foreign secretary noted that India is hosting the annual meeting of the 11<sup>th</sup> International Association of Peacekeeping Training Centres (IAPTC) for the first time. He pointed out that India is one of the longest serving and largest troop contributors to United Nations peacekeeping. This is borne out by the fact that more than 85,000 of our personnel have served creditably in forty-two out of the sixty UN peacekeeping operations established so far. India's role in IAPTC is therefore natural; it is in the scheme of things that India has offered to take over the mantle of hosting IAPTC Secretariat at CUNPK.

The speaker spelt out the reasons for India's willingness to play an active role in IAPTC. India has been a contributor to UN peacekeeping since 1950 with the UN mission in Korea. It is also well aware of the growing complexity in peacekeeping – be it the changing nature of conflict, the expansion of basic objectives, the involvement of a multiplicity of actors or the robust character of Chapter VII mandates. Moreover, sharing of experiences and interactions is vital in understanding the changing dynamics of peacekeeping and its implications in terms of preparing for future trends, streamlining training curricula and educating the various actors involved in peacekeeping. It is for these various reasons that India would like to contribute to IAPTC.

As contemporary peacekeeping involves a range of tasks, partners and actors, IAPTC needs to focus on developing integrated training to facilitate interoperability in peacekeeping missions. Given the number of peacekeeping training centres in the world, IAPTC also needs to play a critical role in standardising training modules and methods. However, training in many ways has to respond to national and regional peculiarities. India has taken some conscious effort in this direction even at the international level. At CUNPK, we have trained over 160 foreign officers from fifty countries, from developing countries with the Government of India funding. In the wake of reports alleging sexual abuse and exploitation by UN peacekeepers, India is currently engaged with the UN in sharing its processes of training and inculcating discipline in armed forces. It is noteworthy to mention that there have been no allegations against any member of the Indian contingent and Indian peacekeepers have been upheld by the UN as a model of exemplary discipline.

The distinguished speaker stated India's position on various issues. India has always believed in a clear distinction between a peacekeeping operation and post-conflict peace building. It has therefore welcomed the proposal to establish a peace building commission in the United Nations, as an inter-governmental advisory body to assist states in their transition from war to peace. On the issue of partnership between the UN and its regional organisations, India recognises that an interlocking of capacities between the United Nations and regional organisations would be effective in many crises. However, the centrality and leadership of the UN should be maintained in the interest of legitimacy, neutrality, and impartiality.

### **Address by Maj Gen J.K. Attipoe**

Maj Gen J.K. Attipoe, the President of IAPTC began with a condolence note on Maj Gen Cheick Omar Diarra. He associated the present conference theme with the last year's conference theme, 'Training for Peace Operations; Are We Meeting the Need?' held at Kofi Annan International Peacekeeping Training Centre. Subsequently, he made a brief evaluation of the outcome of last year's conference. Maj Gen Attipoe called for a concerted effort from international and regional centres and institutes to cooperate and coordinate in peacekeeping training and education. He recounted and appreciated the contributions of all the international training partners and donors including India for Kofi Annan International Peacekeeping Centre.

## **Address by Lt Gen RK Mehta, Military Advisor, UN DPKO**

Lt Gen R.K. Mehta, Military Advisor, UN DPKO stated that he is delivering the speech on behalf of the UN Secretary General and the Under Secretary General of the Department of Peacekeeping Operations, Mr Jean-Marie Guehenno. He dwelt on the challenges faced by the Department of Peacekeeping Operations. Primarily, this is the challenge of cooperating and coordinating the efforts of UN with the member states, regional organisations, and humanitarian agencies. Traditional peacekeeping by itself is no longer sufficient for accomplishing these tasks. Security Council resolutions, which mandate UN missions, must now include peace-building tasks. Gen Mehta noted that UN missions are integrated with country teams in some of the missions. He expressed his delight at the inclusion of presentations on integrated missions in the conference schedule. Quoting Mr Guehenno's speech at the fourth committee on 20 October 2005, the speaker informed the audience of the formation of an Integrated Training Service with effect from 1 November 2005. This Integrated Training Service will comprise the existing DPKO, military, police and the civilian training service. Observing that IAPTC is in the throes of change, Lt Gen R.K. Mehta expressed his sincere thanks to the Government of India, the United Service Institution of India and the Centre for United Nations Peacekeeping for their excellent hospitality.

### **SESSION ONE**

The first session of the conference was titled 'Strategic Issues'. The key note address was given by **Ambassador Kamlesh Sharma** of India who focused on the evolving nature of the UN's peacekeeping activities, which today encompasses not only the implementation of peace agreements, but also the peacekeeping mission's crucial role in the overall sustainable development in the target country. Ambassador Sharma pointed out that despite a theoretical model of transition from peacekeeping to sustainable development, peacekeepers must be ready for a long haul in the mission area, as developments on the ground might not keep pace with boardroom planning. Drawing from his own experience as the Special Representative of the Secretary General (SRSG) in United Nations Mission Support in East Timor (UNMISSET), Ambassador Sharma drew attention to the fact that most shortcomings or failures of peacekeeping missions arise when the senior management team lacks the competence and when cooperation with local authorities was minimal. He indicated that UNMISSET was a success owing to good coordination at both levels mentioned above. He stressed the need for effective team management and sound planning to handle peacekeeping operations. He stressed that during training of the personnel, aspects such as communication skills, team spirit, cultivating trust, and the ability to listen to a different point of view must be made a vital part of the IAPTC's training curriculum.

Ambassador Sharma also reflected on the fact that the UN faced difficulties in keeping up with demands for more peacekeeping operations in the face of the reluctance of developed nations to commit troops for such operations. Troops provided by developing nations sometimes lacked the cohesiveness necessary for action on the ground. In spite of the overlap of norms and traditions across countries, the military

contingent does not find it difficult to coordinate. It is the police contingent that faced problems of coordination. He called for urgent action by the UN to develop a common policing standard and code that could be implemented with certain adjustments in conjunction with local laws in the peacekeeping area. He also focused on the importance of civilian advisors, calling upon the IAPTC to impart training to such advisors about the mission area in the pre-deployment phase.

Ambassador Sharma also invoked the need, at a general level to train the peacekeepers so as to appreciate diversity, to understand aspirations of others and, most importantly, to avoid any action, statement, or behaviour that could conceivably be misinterpreted as an imposition, particularly in a still fragile post-conflict society. Training must also include a section on gender sensitisation in the post-conflict society. According to him, promotion and enhancement of rule of law, adopting a cohesive and comprehensive approach, uplifting the youth and children, strong psychological inputs to peacekeepers to prepare them for difficult situations, and training for protection against AIDS in the mission area should be the crucial components of the training programmes.

Ambassador Sharma also indicated the importance of the establishment of a Peace Building Commission, which could act as a coordinating unit and a new standing police capacity for UN peacekeeping operations. An agreement to strengthen the Secretary General's capacity for mediation and good offices in accordance with the Outcome Document adopted for the 2005 World Summit was also emphasised. He complimented the Department of Peacekeeping Operations (DPKO) for having established the Best Practices Unit that has voluminous and useful material on its website and its online library of documents.

Speaking on the United Nations Secretary General's High Level Panel on 'Threats, Challenges and Change', **Lt Gen Satish Nambiar** stressed the need to be aware of the context of the deliberations that marked the high level panel conference. On pre-emptive action, the unanimous view of the panel was that states that perceive imminent/not so imminent threat are obliged to bring the same to the notice of the UN Security Council. The Security Council would then examine the merit of the case and determine the validity or otherwise of resort to the 'preventive' use of force and endorse such action, if necessary. Noting that the panel's recommendations on the 'Responsibility to protect' have been endorsed despite some reservations, the speaker urged the participants to deliberate on the ways and means of implementing such a principle of intervention.

Lt Gen Nambiar expressed the opinion that operations for the maintenance of international peace and security in the foreseeable future will fall under any one of the following broad categories:-

- Classic Chapter VII multinational enforcement actions like *Operation Desert Storm* in 1991 with the endorsement of the UN Security Council under a lead nation like the US.



- Classic United Nations Peacekeeping Operations (UNPKOs)
- ‘Robust’ UN PKOs in intra-state conflict at the request of and after agreement with the belligerents, mandated by UN Security Council.
- Multinational stabilisation operations mandated by the UN Security Council under a lead country/organisation in the case of failed state scenarios or humanitarian emergencies.

On the ambiguity of interpretation of mandates, the speaker observed that there was no reason for imposing restrictions on the use of force in Chapter VI operations. He added that Chapter VII enforcement actions should adhere to its basic objective: waging a war when international peace and security is under threat. Observing that the creation of a Standing United Nations Rapid Deployment Force is the panacea for handling crisis situations, the speaker recalled as to how his suggestion to the panel received a mere conceptual endorsement and nothing more. Lt Gen Nambiar expressed the view that sooner or later, we would face the need to look more closely at the concept of a Standing Rapid Deployment UN Force. The force would be organised, equipped and trained as a single entity under the aegis of the UN and be so located as to be available for immediate deployment in full or in part, when authorised to do so by the Security Council. In terms of conceptual parameters, the force will have the ability to deploy into a mission area within fifteen days of a Security Council decision. This UN Rapid Deployment Force or part thereof must be replaced by a regularly constituted peacekeeping force put together from the ‘standby’ capability set apart by member states. The speaker however made it abundantly clear that the United Nations Rapid Reaction Force as proposed is *not* to be used in Chapter VII enforcement actions.

**Anja Kaspersen** of the Norwegian Institute of International Affairs spoke on ‘UN Reform in an Imperfect World.’ She concentrated on the shift from state security to human security, stating that the idea of sovereignty today has to do with ‘responsibility to protect.’ Pointing out that the world faced new threats especially in the wake of globalisation, and interconnected threats, Ms Kaspersen indicated that the international community must build on a process of UN reform. There is an urgent need to focus on concrete proposals that reflect the interconnectedness of development, security and human rights. She especially called upon the world community to address these issues by resorting to the guidelines provided by Millennium Summit Report of the Secretary General in 2003. The Report stressed on values like freedom, responsibility, equality, solidarity, tolerance, respect of nature and shared responsibility. Kaspersen indicated that in order to translate these values into reality, the General Assembly identified eight key objectives which included values and principles; peace, security and disarmament; development and poverty eradication; protecting our common environment; human rights, democracy and good governance; protecting the vulnerable; meeting the special needs of Africa and strengthening the United Nations.

Towards the end, she presented the Secretary General’s view on comprehensive security that gave equal attention to three great purposes of the organisation: development, security, and human rights. Having identified freedom from fear, freedom from want, and freedom to live in dignity as key areas, Kaspersen pointed out the

recommendation of the Summit Report; the UN must be strengthened by reforming the secretariat, strengthening regional cooperation, and creating a Human Rights Council. In effect, the Millennium Summit emphasised the need to achieve the millennium goals by 2015 A.D. The summit has also decided to establish a Peace Building Commission and urged the need to place the criterion of the use of force within the context of responsibility to protect, condemn all forms of terrorism, and bring about crucial UN Charter reforms.

**Anthony Anderson** highlighted the Canadian experience in the context of stabilisation and reconstruction. He pointed out that the Canadian government has had a long experience in formulating a multidisciplinary response to complex crises in failed or fragile states. The International Policy Statement resulted in a new Canadian '3-D approach' (for Defence, Diplomacy and Development) to address the problems of failed and fragile states. The key recommendations include an integrated approach to government decision making and the establishment within the Ministry of Foreign Affairs (MFA) of a Stabilisation and Reconstruction Task Force (START). START is responsible for the coordination of government-wide policy and response to international crises in the areas of early warning, conflict-prevention, peace building, peace operations, post-conflict reconstruction, human security and emergency humanitarian crisis response.

MFA has established the START and is in the process of programming activities for the Canadian response in Haiti, the Middle East Peace Process, Sudan/Darfur and Afghanistan. In Afghanistan, for instance, the 3-D approach includes the recent opening of the Canadian Embassy in Kabul, significant contribution of troops to ISAF and the US-led *Operation Enduring Freedom*, continued humanitarian assistance, and other bilateral support and assistance through the UN and its agencies.

Towards the end of the presentation, a reference was made to a paper titled, 'The role of peacekeeping forces in post-conflict reconstruction' written by Anderson and published in the German journal *S & F (Security and Peace)*. The central argument in the article is that the peacekeeping forces can make an enhanced contribution to stabilisation and reconstruction. This can be achieved if these forces are able to bring about an attitudinal change within the fragile population towards their new or transforming security institutions.

At the end of the first session, a panel discussion moderated by **David Lightburn**, was held. The panel discussion, for most part, discussed the importance of an integrated approach in the training of UN peacekeepers.

The observations made were as follows:-

- There is a need for coordination and cooperation among the different units of peacekeeping.
- Reform in the UN Security Council is necessary for bringing about further changes in peacekeeping.

- The importance of a clear-cut post-conflict strategy in a peacekeeping situation is of paramount importance.
- The peacekeepers must also be aware of the different agendas that the different agencies follow in the mission area.
- Regarding the Secretary General's millennium goals, it was felt that the goals were too lofty to be achieved in the real world.
- The strengths and vulnerabilities of the newly set up Peace Building Commission were also discussed at length. The pertinent questions that merit analysis are as follows:-
  - What is the role of the Peace Building Commission?
  - What is its scope in the area of operation?
- Discussants wanted to know whether exit strategy should be a part of the enforcement provisions under Chapter VII.
- The expansion of the UN Security Council with few more representations from Africa was also underlined.

## SESSION TWO

The second session on the second day of the conference continued deliberations on the theme of 'Strategic Issues'. It started with the presentation of **Anja Kaspersen** who provided an overview on the 'Integrated Missions: Practical Perspective and Recommendations'. She pointed out that the UN is getting more pro-active by engaging in robust peacekeeping operations. She raised the issue of diversity of actors and the importance of interoperability in the mission area. While discussing the current UN peacekeeping missions and the changed nature of peacekeeping, she characterised the changed scenario of intervention as a condition of distress in failed states. She added that the milieu is also heavily politicised on account of heavy civilian casualties and dire humanitarian conditions.

She also stated that peacekeeping missions have become multi-dimensional with broader mandates, civil-military coordination, security-development nexus, protection of civilians and the rule of law. According to her, the *Brahimi Report* (2000) did not refer to integration as such, but stressed the importance of integrated planning. *In Larger Freedom* (2005) however stressed that 'system-wide integration remains a key objective' at every stage of United Nations activity. Kaspersen also called upon the need to enhance interoperability, in and between missions (i.e training) and most importantly, to focus on impact, perceptions and expectations of the mission area.

**Lt General RK Mehta** presented his views on the newly formed ‘Integrated Training Service.’ This has been set up in response to the requests from the member states in the Special Committee on peacekeeping to establish a single multi-dimensional training unit. This new unit is the herald of further changes in the Department of Peacekeeping Operations which are presently being considered. The new Integrated Training Service will be effective from 1 November 2005 and is envisaged to provide the following: (a) Strengthened capacity to identify and set departmental training priorities and ensure that requirements are appropriately addressed (b) Promotion of greater linkages between the different components, while at the same time ensuring that the specific training needs of all (civilians, military and police) are met (c) Streamlined identification of and provision for the growing areas of cross-training (e.g. leadership and management in mission environment, conduct and discipline, gender equality, HIV/AIDS), security sector reform (d) Enhanced synergies through the sharing of resources and facilities.

The speaker noted that with the leverage provided by the combined personnel and budgets and coverage of all three communities, progress will be achieved faster in many areas. These areas include e-learning and distance learning where the service will be extended not only into missions but also to member states particularly in Africa. He pointed out that many personnel in the developing world until now were unable to avail themselves of the opportunities of distance learning provided by such institutions as the United Nations Institute for Training and Research Programme of Correspondence Instruction (UNITAR POCI) in Peacekeeping Operations. It is intended that with support from member states and DPKO such opportunities will progressively be made available to them.

**Col Valentin Segura** dwelt on ‘The Training and Evaluation Service’ (TES). TES optimises peace operations training and evaluation for member states and missions, and in partnership with the UN system, through the following modalities: (a) Recognition of standardised training (b) Mission training for rapid deployment, pre deployment and in-mission (c) Knowledge fusion on training for peace operations. Stating that the involvement of TES in training is strategic, he observed that knowledge is fused from member states, regional and peacekeeping training organisations, UN committees and the community of practice. Information and documents are shared by providing access to databases, website and publications.

The speaker elaborated on the different kinds of Standardised Training Modules (STM). They include the following: (a) Generic – SGTM 1: 16 modules, used in over 28 courses, seminar, pre-deployment and training events for over 2,800 personnel from TCC and 14,000 from 16 peacekeeping missions. (b) Specialist – STM 2: 12 modules already developed in consultation with 43 member states and regional organisations. (c) Mission senior leadership - STM 3: 28 modules already developed with 31 member states, 8 missions and 5 UN agencies. The objectives of the training modules were also delineated. SGTM 1 (Standardised Generic Training Module 1) aims to provide standardised training guidelines on UN generic issues for TCC and PCC in the preparation and training of their personnel for assignment to UN peacekeeping operations. STM 2 (Standardised Training

Module 2) is geared to support the enhancement of TCCs and PCCs capabilities for participation in UNPKOs through the development and provision of standardised training material for specific categories of personnel. STM 3 (Standardised Training Module 3) intends to prepare participants for senior management in complex peace support operations in order to improve UN peace support mission management

These presentations were followed by a panel discussion moderated by **Andreas Vogt**. It was discussed that it would be difficult to define ‘integration’ of all resources; integration was not such a problem and the picture was not very dismal. The training of army, police and civilian had to be integrated at a certain operational level if not all levels of peacekeeping. In fact, too much of integration between military, police, and civilian could cripple the operational work force. The entire idea of training had to be demystified and more geared towards the special needs of a particular area of operation.

Speaking extensively on the subject of United Nations peacekeeping operations, **Paul Keating** brought to light a number of interesting and intelligent themes under the topic. He explained that the traditional notion of UN peacekeeping has changed drastically due to the changes in the operational environment and the rise and role of the non-state actors, especially the civil society and the NGOs, and also the regional and sub-regional actors - all of which he termed as the ‘New peacekeeping partners.’ He also expressed the need for DPKO to learn from other international institutions. Mr Keating mentioned some of the most important practical problems being faced in the conduct of the PKO and also brought to light some of the crucial concerns shared by the field personnel. To overcome such problems, he proposed trying a couple of forms to be filled by the PKOs’ personnel and staff which could be used as knowledge and experience sharing exercises, such as a hand over form, an end of assignment form, and a practice survey form. An important point that Mr Keating brought out in his presentation was that UN peacekeeping operations do not have a doctrinal framework, essentially because they are *ad hoc* enterprises and such missions are *sui generis* in nature. Like other speakers, he also emphasised the need for greater integration and coordination between the UN DPKO and the field missions. He also contended that partnership between the UN system and research and training institutes was imperative for the efficient working of the UN PKOs. In the end, he recommended certain important steps to enhance the effective working of the UN PKOs such as to garner support from operational partners, to determine priority work in DPKO and to ensure feedback from the concerned personnel.

**Ajay Bhatnagar** spoke on ‘Civil Police Division.’ He suggested the building up of institutional police capacity in post-conflict environments and the demarcation of the role of the UN Police into advisory and law enforcement. Among the most crucial challenges faced by the UN Police, Mr Bhatnagar drew attention to the issue of quality and quantity, overseeing missions like Sierra Leone, development of skills to deal with special needs in mission areas, inability of police monitors to deal with conflict situations, the language problem faced by the police units in different countries and the like.

**Dawn Denvir** spoke on the linkage between ‘Civilian Training and Development Section.’ She fully supported the integration of the military, civilian and the police and

emphasised on the need to restructure the management of human resources. Denvir also focused on the transitory nature of peace building, which required technical skills and expertise. She pointed out that the clear articulation of mission goals is a necessity and the ability to take on higher responsibility has to be reinforced. She added that skilled people are an asset in peacekeeping. Denvir expressed the view that greater emphasis should be given to management training and nation building capacities. She also laid stress on the technological support and shared the idea of customised training with others.

The panel discussion at the end of these presentations was moderated by **Harvey Langholtz**, which witnessed a barrage of questions. The discussion centred on issues such as research gaps in the Best Practices Unit, the doctrinal framework for peacekeepers and the nature of partnership management between academics and practitioners. Whether the peacekeeping department has any theoretical framework to inform peacekeeping activities on the ground was also the theme of the deliberation. The other issues that were raised include the concept of ‘civilian contributor country’, the link between development and security in the initiative about peacekeeping, the differences between STM-3 and STM-4, the training of peacekeepers and the build-up of police peacekeepers.

### **SESSION THREE**

The second day of the conference focused on Regional Perspectives.

**Ryoichi Horie** highlighted the Asian perspective by discussing Japan’s participation in peace operations in Cambodia, East Timor and Golan Heights during his tenure as the Director for Peacekeeping Operations (1998-2000). In comparison to some developed countries like Canada, Horie stated that in Japan, Peacekeeping Operation Centres do not exist independently due to budgetary constraints and are part of the Peacekeeping Operations Secretariat of the Prime Minister’s Office. He underlined the contribution of the Asian countries to the global peacekeeping operation with India, Pakistan, and Bangladesh being the top three contributors for the current sixteen UN Missions. He also stressed the necessity to train the peacekeepers with the language of the country in which they are operating. He concluded by making recommendations to strengthen international peacekeeping operations, which, according to him, could be achieved by recruiting young peacekeepers, establishing a UN police volunteer’s force, and by making conflict prevention as the preferred method to deal with conflicts.

**Ambassador Michael Sahlin**, Director General, Folke Bernadotte Academy of Sweden, and EU Special Representative to the Former Yugoslav Republic of Macedonia emphasised that, European countries have a common goal to cooperate and coordinate in peacekeeping training and education within the European Union and also with organisations like UN, NATO, and OSCE. However, the challenges and complexities of peace operations make it imperative to have more such cooperative endeavours. In response to these challenges, the EU Group on Training (EGT) was established. Courses in human rights, EU-UN cooperation and rule of law figure prominently on EGT’s agenda for 2006. Also, the European Security and Defence College (ESDC) has been established to provide theoretical knowledge of the security and defence policy in

Europe. Lastly, the author delved upon the ability of the EU peacekeeping forces to participate in any UN or UN-mandated missions around the world. However, in order to maximise the potential of the EU peacekeeping forces, discipline, professionalism, and greater integration of civilians, police and military forces are essential.

Presenting the African perspective, **Festus B. Aboagye** pointed out the fact that Africa accounts for a staggering 89% of the total personnel deployed by the UNPKOs. He stressed that training and education in PKOs in Africa have to contend with very large number of complex conflicts, limited infrastructural capacities for training of forces, lack of substantive capacity of standby arrangements and inherent problems of collapsed states. He also contended that though the provision for training and education in peacekeeping has increased in Africa, yet there still exists a gulf between the requirement and availability of such centres. He asserted that the UN system needs to deepen its coordination and cooperation with African regional training institutions in the area of national, pre-deployment and in-mission training. Due to the enormity of peace operations in Africa, the speaker stated that there is a great scope for collaboration and coordination with peacekeeping training service providers from other states and institutions. Such tie-ups can be based on the time-honoured principle of equal partnerships.

**Virender Dayal** moderated the panel discussion of the third session. The focus was on the improvement of response mechanism by regional organisations in accordance with the UN Charter principles in responding to humanitarian disasters and peacekeeping missions. It was also pointed out that there was a stark decrease in troop contribution from Europe in peacekeeping missions compared to the Asian and African countries. Questions pertaining to capacity building of African stand-by forces were also raised. It was indicated that the lack of adequately trained ground troops could hamper the success of a mission. Significantly, the panel discussion also focused on the importance of African solutions to African problems. The democratisation of Africa, it was felt, was crucial for any long lasting solution to the problems that plague the continent: civil war, religious turmoil, hunger, disease and poverty. There was consensus that there could not be any 'quick fix' solution for troubled zones. Importantly, collective action was seen to be the key to meet challenges in such times.

**Lt Col Brian Clesham** of the British Army spoke extensively on the peacekeeping role of the North Atlantic Treaty Organisation (NATO). He elaborated on the rationale of this twenty-six member organisation, which is collective defence and dealing with crisis response operations including peace support operations. He mentioned that NATO has 'partnership for peace' with twenty countries of Eastern Europe and seven from the Mediterranean, making it a grand partnership of some fifty-three odd countries. The speaker discussed in detail, NATO's involvement in the evolving security environment, in particular, its role in the Balkans (with detailed focus on Albania, Bosnia-Herzegovina, Kosovo, and Federal Republic of Yugoslavia), in Afghanistan {NATO leading the thirty-six nation International Security and Assistance Force (ISAF)}, in Africa {NATO's support to the African Union Mission in Sudan (AMIS)}, in Iraq (NATO Training Mission), and in counter-terrorism

Lt Col Clesham discussed the meaning, structure, formation, and training of the NATO Response Force (NRF). With regard to NATO's capability and standards, the speaker explained the Allied Command Transformation (ACT), the NATO Partnership for peace education and training network, and its centres of excellence. A reference was made to the Sweden-sponsored NATO-led joint task force computer assisted exercise in the spirit of Partnership for Peace, called Viking 05 (from 5-16 December 2005) with twenty partner nations. One of the crucial aspects of the presentation was the view expressed by the speaker on the legal aspects of NATO's peace support operations, which included issues of authority, legal status, use of force, and training. The expert also discussed NATO's role in building trust and confidence among the civilian population in conflict-prone areas as part of its peace support operations. The civilian-military relations with regard to post-conflict issues were extensively laid out. In the end, the role of the local and the UN police was also discussed extensively with special focus on Kosovo.

The discussion by **Harvey Langholtz** during this session focused exclusively on various aspects of the Programme of Correspondence Instruction (POCI) of the United Nations Institute for Training and Research. (UNITAR). The discussion ranged from generic issues, such as the basic structure and mission of UNITAR POCI, the need for distance training in peacekeeping and the broad course structure. Before moving onto the specificities of the UNITAR, the speaker highlighted the significance of distance training. There are seven programmes made for different users such as individual students, missions, national peacekeeping centres, colleges, organisations, nations, and Africa. Each of these programmes was discussed in detail. Broadly, the discussion underscored the need for distance training in peacekeeping and highlighted some of the finer details of various courses being offered.

The discussion was followed by a presentation from **David Lightburn** on the Challenges Project who began by citing the overall objective of the UNPKOs. He then listed some fourteen international partner organisations of the UN Peacekeeping Conference in 2005 of which the United Service Institution of India (USI) is also an important partner. He raised an important question i.e. as to how multidisciplinary and multidimensional cooperation and coordination be improved at the operational, strategic, and tactical levels. Mr Lightburn also discussed three important sub-themes, namely, education and training, rule of law, and regional dimension. He also discussed the 'Challenges seminar report' that has provided useful inputs to the UN and also to academic and diplomatic journals. The future measures, Mr Lightburn believed, would include the implementation of the report to the UN Secretary General in early 2006, implementation of the recommendations, providing input to the relevant UN bodies, including the special committee for PKO and continued cooperation between the partners as also building new partnerships.

**Col Raj Rajput** made a presentation on USI-Centre for United Nations Peacekeeping (CUNPK). The speaker highlighted India's participation in forty-two missions with approximately 85,000 personnel which includes most UN operations undertaken in Africa. The CUNPK is funded by Ministry of Defence (MoD) and Ministry of External Affairs (MEA), Government of India and governed by the Board of Management with institutional support from USI. The CUNPK acts as a training facility



aimed at providing integrated training in UN peacekeeping operations to Military Contingent Junior Officers/Military Observers and Staff Officers. The Centre is also involved in promoting research in all facets of peacekeeping operations and facilitating intellectual exchange through organising seminars, Joint Working Groups and discussions at various levels.

Among others, the training objectives are geared to develop special military skills as applicable to UN missions, and prepare contingents and individuals for worst case scenarios. In addition, doctrinal aspects of training are continuously updated through sharing experiences with like minded institutions and organisations from across the globe. Activities at the Centre include organising training courses for various categories of individual officers proceeding on UN missions, seminars at national, bilateral and international level, joint working Groups, Command Post Exercise, Sand Model Discussions and field exercises. Apart from a large number of Indian participants, 160 participants from various countries have participated in CUNPK training events in the last five years.

The course curriculum includes all relevant subjects like UN organisations, background of the conflict and culture, peacekeeping techniques, mandate analysis and ROE, mission logistics, legal issues, case studies and staff duties, etc. Guest Speakers and subject matter experts from military (ex force commanders, Chief of Staff etc) academia and UN agencies address the participants. Indoor and outdoor exercises are conducted to include problem based training. The speaker showed a brief film on outdoor training for potential peacekeepers.

## **SESSION FOUR**

Session four on the third day of the conference deliberated on the Ideas Bazaar, functional and multifunctional groups.

### **Ideas Bazaar**

As part of the fourth session, a new concept to share and explore novel ideas and information through an 'Ideas Bazaar' was organised, focusing on contemporary training related issues and topics of common interests by individuals, institutions and participants. Points of contact and interaction corners were established wherein issues like Stress & Psychological Management in Peacekeeping Mission by a Team of Uruguay, Rules of Management – Quick Impact Project by Cdr (N) Marcelo Patricio Pendola, NATO Training Orientation by Lt Col Brian Clesham, Peacekeeping Training Films by Col George Frederick Oliver, Distance Education in UNITAR POCI by Dr Harvey Langholtz, African Police Leadership in Peace Operations by Mr Douglas Coates, HIV and AIDS in Peacekeeping Context by Ms Nana Taona Kuo and Regional Training by a team comprising Col Gaspar Barrabino, Col Gaston Fermepin and Capt (N) Rodrigo Alejandro Sanchez etc were presented to the participants. It cumulatively facilitated direct interface furthering individual to individual, centre to centre and bilateral / regional crosspollination.

## **Functional groups**

### **Civilian Committee**

**The civilian Committee** which was moderated by **Andreas Vogt** deliberated on five key themes, under the overall objective of advancing and augmenting civilian participation in the PKOs. It discussed the importance of gender mainstreaming, role and function of civilian institutions, interface of civilian institutions with deploying missions, AIDS and civil-military coordination.

The group was unequivocal on the importance of gender mainstreaming. It stressed that there was a need for a broader interpretation of the word 'gender' as also incorporating the marginalised and vulnerable groups. The group emphasised on mapping out the civilian role and capacity in peace building missions and suggested that civilian participation could be institutionalised through combined training of civilian and non-civilians. It was recognised that lack of resources affects civilian participation. The group indicated the importance of linking training institutions with deploying missions. On AIDS, the group stressed on mandatory testing and the provision of AIDS tool kit for the uniformed personnel. It was generally agreed that civilian-military participation was essential to the achievement of humanitarian objectives and providing a holistic planning approach. The group recommended that in the forthcoming IAPTC Chile-2006, due emphasis must be placed on the need to inform and educate future UN peacekeepers on the role and responsibilities of civilians and non-civilians through the IAPTC participating institutions so as to provide the synergy in PKOs.

### **Police committee**

At the very onset, **Festus Boahen Aboagye** who was the moderator of Police Committee laid down the agenda for discussion. This included deliberation on the role of coordination and cooperation for and within the police and identifying a relevant theme for next year and finalising the chair for next year.

It was pointed out that coordination and cooperation at various levels *viz.* national, regional and global is critical for effective functioning. It must include training, both while planning as well as during execution a doctrinal and operational level. The training must not only be within the varied police missions, but also amongst the three functional groups, *viz.* police, civilian and military (multidimensional). It is critical to identify the institutions that impart/undertake training and to enlist channels of communications. Thus, it is imperative to list the national/regional nodal agencies, such as the Indo-Tibetan Border Police Force in India. Two models were discussed: the SARPCCO model of Southern Africa and the ECOWAS model of Western Africa. The issue of deployment of police mission from non-democratic countries was deliberated upon at length. It was

especially discussed within the framework of community policing. The role of IAPITC in facilitating Cooperation and Coordination was also discussed. For instance, the website may be used to put up course structures, specific case studies etc. to make access to and sharing of information easier. The need for common perception/mandate is critical, since missions from different countries represent diverse cultural, political and even tactical concerns. The role of the functional chair is very important and included coordination activities and liaisons through the year. After a lot of discussion and several ideas, the following broad theme was identified: ‘Integrated approach to peace support operations – opportunities and challenges.’ On finalising the chair, Canada volunteered, seconded by KAIPTC, Ghana and this was unanimously agreed by all the members.

### **Military committee**

The military committee was moderated by **Col G. Fermepin**. The agenda for discussion included aspects like administration notes, objectives and mission, questions and framing the debate and discussion. The purpose was to facilitate a healthy discussion amongst the members of the military group on the challenges for coordination and cooperation in training for peace keeping missions. The UN millennium goals and High Level Panel were used as reference points for discussion. The discussion centred on the following aspects: the role of actors, the nature of the relationship, the types of relationships - military to military, military to civil, military to police, civil to civil, police to police, the methodology, events and actions and the perception of others about such events. The issue of diversity of actors and interoperability was also highlighted. The framework suggested by Anja Kaspersen was used for this purpose. Actors include peacekeepers, developmental agencies, humanitarian and local actors, NGO’s, regional and hybrid entities, donors especially the diplomatic community and corporate bodies. The theme of ‘Pre-deployment Training (Civil + Police+ Military)’ was also debated during the session. The weaknesses and strengths of current exercises in terms of prevalent approaches were also deliberated. Suggestions to make these exercises easier were also mooted. The need to facilitate civil and police participation was also emphasised. The possibility of civilian-led exercises was also explored. The focus shifted to ‘Training in the field’ thereafter. In this context, the experiences shared and lessons learnt by the participants were highlighted. Towards the end, the military committee came up with the following recommendations: (a) identifying actors and training them (b) emphasising communication as a key for co-ordination and co-operation (c) proposing to the UN to include contact list of training cells on web page as well as shared experiences and lessons learnt (d) concentrating on ‘building the team’ (e) conducting exercises with all actors (f) ensuring the presence of civilian personnel and others in every integrated training exercise (g) underlining the importance of interpersonal relationships in training and co-operation (h) refraining from perceiving ourselves as the sole owners of the truth (i) stressing upon integrated training in the mission area.

## ***Multifunctional group discussions***

### **Group 1: Education and training for the rule of law**

The discussion on 'Education and Training for the Rule of Law' was moderated by **Dr Kuehne** of Germany. The discussion centred on the following questions: why do we need the rule of law? where are the present conflicts? what is a failed state? It was stated that the rule of law which informed UN peacekeeping missions, was defined by the report of the Secretary General to the Security Council (August 2004). The report focused on four stages: judiciary, judicial administration, law enforcement agencies and correctional system.

There was a general agreement about the role of the military in conditions of peacekeeping and in tackling a failed state situation. A well-coordinated strategy, based on sound judgement of the conflict zone, informed by the realities of a given situation, was seen as the best strategy. Also, since the goal of these missions was to establish order and justice, an integrated approach with clearly defined criteria of integration at the level of planning and mapping out strategies was considered as absolutely crucial. The group pointed out that the process must also filter in the specific demands and unique attributes of that particular mission. The group stressed that a local tradition of rule of law is a highly sensitive issue and must not be taken lightly.

In the end, the discussants agreed on some significant issues, which include, *inter alia*, the rule of law must clarify the role of the military, the police and civilians in peacekeeping missions and the extent to which these can integrate. International mobility along with local capability was quintessential in these missions. Moreover, demystification of the concept of the rule of law from a theoretical level to a practical level is important. In effect, the mandate for peacekeeping missions must be clear with clarity of purpose and well thought-out integration policies. It should be borne in mind that all peacekeeping missions are situational.

### **Group 2: Use of education and training in promoting a culture of cooperation**

The aim of the discussion in multifunctional groups was to engage with issues of education and training and how these could be improved to promote a 'culture of cooperation and coordination.' **Brig B.V. Nair** of the Indian Army moderated the discussion. The discussion began by identifying the main actors involved in any mission areas. The identified actors include the peacekeepers (military and UNPOL), UN civilian agencies like – UNDP, UNHCR, UNICEF, WHO, WFP, UNAIDS and others like ICRC, NGOs, human rights organisations and donors, diplomatic community, host governments – military, police and concerned government departments, regional organisations/multinational force, local population, contending parties in any conflict warlords and local militant groups. The major thrust of the discussion involved deliberations on training - both pre-deployment and mission-oriented training. A number

of issues were discussed under each of these aspects. The discussion also focused on the themes for the forthcoming conferences.

### **Group 3: More effective training through the adaptation of military exercises for the wider community**

**Wg Cdr Wendy Margaret Horder** of Australia moderated the multifunctional group on ‘More effective training through the adaptation of military exercises for the wider community’. The group noted the complexity and diversity of institutions participating in peacekeeping operations. The group appreciated that currently there are many national and multinational exercises with little civilian input. Many peace training institutions conduct ‘mini exercises’, which are generally ‘multi-disciplinary’ with civilians as role players. UN supports around fifty exercises annually. Military-led exercises are in South America, RECAMP (France and Africa), Swedish led Viking (PfP), PPC Sword series and others. Joint civil and military exercises are in EU and some other national models. Police-led exercises are practised in New Zealand. The civilian-led exercises are practised in UNDAC (disaster assistance and coordination teams).

The group pointed out that the military had some advantages in terms of funding and training. This is buttressed by common understanding through collective training methodology and excellent simulation methods. Despite their advantages, there are difficulties in adopting the military exercises for civilian training. They are lengthy, complex and technical exercises. The other difficulty is in identifying the targeted civilian audience. The wider community lacks the institutional capacity with inadequate scenario database for comprehensive involvement of non-military elements. The lack of access to resources, with no culture of training and divergent priorities makes their approach reactive. The participation is further impeded by the civilians’ apprehension of the military. However, the picture is not as bleak as it may appear, because there are examples of co-operation with an exercise (DDR, SSR, ROL, refugee returns, humanitarian assistance, elections, and others).

The challenge is to convince the civilians of the need for joint training in ensuring participation of the wider community. It is further hampered by lack of resources for the civilians, as the fund available is predominantly for military. Also there is a pressing need for the civilian input in the conceptualisation, design, development and implementation of peace training exercises. Interactions with individual groups can be forged on training requirements. The wider community’s participation can be facilitated through the representation of civilian organisations at exercise meetings. Military terminology of exercises is to be dispensed with and phrased in plain language. Emphasis is on jointly developing the civilian objectives with focus on themes, events and exercise with due regard for technical exercise advice facilitating exercise play. Further, the group appreciated the need and possibility of developing an alternative to military exercises, where police and civilian groups take military assistance.

#### **Group 4: Moral responsibility in peace operations**

The multifunctional group on moral responsibility in peacekeeping operations began by identifying the legal frameworks/guidelines regarding moral responsibility in peacekeeping operations. Among others, these included the need to prioritise codes of conduct and imparting training to the leadership of the mission about the ways and means of implementing codes of conduct in the field. It is also pertinent to identify the rules that apply when there are instances of violation of codes of conduct. It must be borne in mind that few countries will accept that their military personnel be punished by local laws. Therefore, there is a real need for provisions that envisage the presence of gender advisors in missions for reporting incidents. UN should encourage nations to draw up their own codes of conduct together with appropriate punishments. In fact, common binding international laws such as the Declaration of Human Rights, and Convention of the Rights of the Child, which most member states have ratified must be incorporated into the code of conduct.

Other issues that were discussed included human trafficking regarding which very few countries had laws. Hence there was no follow-up or prosecution upon repatriation, although the situation is improving as a result of the Palermo Protocol. The need for education and training on regional frameworks on anti-trafficking was also recognised. Case studies of missions that have had problems pertaining to moral conduct and those with better practices on moral responsibility were recommended to identify the source of the problem. There are several key issues in the field. For instance, commercial sex work is legal in some countries whereas in others, it is not. Countries need to be trained on what is internationally acceptable behaviour. The issue of economic exploitation was also discussed. As peacekeepers enter a weak economy, there is a need to establish appropriate wages for local labour.

A great deal of emphasis was laid on training/promoting positive behaviour. A better understanding of the real problems is the need of the hour. A long duration of service does not necessarily imply higher moral standards of conduct. The entertainment needs of peacekeepers have to be addressed. Alternative forms of sexual behaviour that are acceptable may be promoted.

#### **Annual General Meeting**

The Annual General Meeting was held as the penultimate event in which Amendments to the Articles of the Association (modified objectives) was adopted and the composition of the Executive Committee was approved. In addition, it was agreed that the appointment of additional *ex officio* members would be the prerogative of an AGM decision. The suggestion that the Executive Committee be authorized to call on specific expertise not present on the Committee through the temporary use of Subject Matter Experts was also agreed upon.

It was unanimously decided that the theme for 2006 would be 'The Integrated Mission Approach: Implications for Education and Training'. Further, as for the Venue for 2007, it was decided that the Swedish Folke Bernadotte Academy would host. As for

Hosting of the Secretariat which was being held by PPC Canada since inception of the association, there being no further bids from other Peacekeeping Training Centres, it was announced that the Centre for United Nations Peacekeeping, New Delhi, would be the new host for the Secretariat.

Several other issues such as fundraising, participation, committee structure and voting procedure at the AGM were also raised for discussion. However, time did not allow for conducting a proper debate. Hence it was decided that these issues would be discussed during the next AGM.

### **Closing address**

In his closing address, **Admiral Arun Prakash**, Chief of Indian Naval Staff complimented the participants and organisers for conducting a very successful conference. He noted that complex issues pertaining to the training and education for United Nations peacekeeping operations have been discussed at the conference on the theme of ‘Training for peace: Cooperation and Coordination.’

The conference facilitated a broad-based participation by eminent people from across the spectrum of professions including the military, police, civil administration, and the academia. The speaker observed that coordination amongst different types of actors including the host country’s government, donors, UN agencies and Non-Governmental Organisations is perhaps the most challenging aspect of humanitarian emergencies. Making it clear that peacekeeping is not a substitute for developmental work or nation-building, Admiral Arun Prakash emphasised the need for recognising and addressing underlying socio-economic or ethnic causes of a conflict situation. He also pointed out that the training for troops earmarked for peacekeeping duties is a particularly important task. This is because individuals trained for high intensity warfare need to be oriented to the peacekeeping ethos of the ‘blue helmets’ and also educated about local sensitivities.

Complex emergencies pose severe challenges, as there is no luxury of prolonged planning and preparation to deploy men and material. The speaker underlined the proliferation of intra-state conflicts after the end of the cold war and the importance of training in this regard. He added that notwithstanding various criticisms levelled against the concept and practice of UN peacekeeping operations, Lestor Pearson’s vision has come true. After all, the ‘Blue Beret’ has appeared sooner or later in every conflict-ridden, war-torn trouble spot on the globe to bring about peace and tranquillity to its people.

Admiral Arun Prakash emphasised that India’s commitment to UN peacekeeping is undiminished. He outlined India’s position on regional peacekeeping arrangements; the unique role of the United Nations, especially in peacekeeping cannot be usurped by other organisations as this would lack legitimacy. Admiral Arun Prakash complimented the Centre for United Nations Peacekeeping (CUNPK) for conducting the annual conference of IAPTC in an efficient manner.

# **CONFERENCE REPORT**



## Glossary

ACT: Allied Command Transformation  
 AMIS: African Union Mission in Sudan  
 COESPU: Centre of Excellence for Stability Police Units  
 CUNPK: Centre for United Nations Peacekeeping  
 DDR: Disarmament, Demobilisation and Reintegration  
 DRC: Democratic Republic of Congo  
 DSRSG: Deputy Special Representative of the Secretary General  
 ECOSOC: Economic & Social Council  
 ECOWAS: The Economic Community of West African States  
 ESDC: European Security and Defence College  
 EUPOL: European Union Police Mission  
 ICRC: International Committee of the Red Cross  
 ISAF: International Security Assistance Force  
 ITS: Integrated Training Services  
 KAIPTC: Kofi Anan International Peacekeeping Training Centre  
 MINURSO: United Nations Mission for the Referendum in Western Sahara  
 MOD: Ministry of Defence  
 MONUC: United Nations Mission in Congo  
 NORDCAPS: Nordic Coordinated Agreement for Peace Support  
 NRF: NATO Response Force  
 ODA: Official Development Assistance  
 OSCE: Organisation for Security & Cooperation in Europe  
 POI: Programme of Correspondence Instruction  
 PRO: Public Relations Office  
 RECAMP: Reinforcement of African Peacekeeping Capacities  
 SARPPCO: Southern African Regional Police Chiefs Cooperation Organisation  
 SRSG: Special Representative of the Secretary General  
 SSR: Security Sector Reform  
 START: Stabilisation and Reconstruction Task Force  
 UNAIDS: Joint United Nations Programme on HIV/AIDS  
 UNAMET: United Nations Assistance Mission in East Timor  
 UNDAC: United Nations Disaster Assessment and Coordination  
 UNDOF: United Nations Disengagement Observer Force  
 UNDP: United Nations Development Programme  
 UNDPKO: UN Department of Peacekeeping Operations  
 UNESCO: United Nations Educational, Scientific & Cultural Organisation  
 UNHCR: United Nations High Commissioner for Refugees  
 UNICEF: The United Nations Children's Fund  
 UNITAR: United Nations Institute for Training and Research  
 UNMISSET: United Nations Mission of Support in East Timor  
 UNOTIL: United Nations Office in Timor-Leste  
 UNPKO: United Nations Peacekeeping Operations  
 UNPOL: United Nations Police  
 UNSMAS: United Nations Senior Military Leaders Course  
 UNTSO: United Nations Truce Supervision Organisation  
 WFP: World Food Programme  
 WHO: World Health Organisation

## **OPENING SESSION**

### **Welcome remarks by Lt Gen Satish Nambiar, Director, United Service Institution of India**

Good morning! Ladies and Gentlemen, Foreign Secretary, Mr Shyam Saran, Maj Gen Attipoe, President of the IAPTC and head of the Kofi Annan Peacekeeping Training Centre in Ghana, Gen Puri, the Deputy Chief, Gen Mehta, the Military Advisor, colleagues within the peacekeeping fraternity, distinguished guests, ladies and gentlemen. It's my great privilege as the Director of the United Service Institution of India to welcome all of you to the 11<sup>th</sup> annual conference of the International Association of Peacekeeping training Centres being hosted here by our Centre for United Nations Peacekeeping. Despite being a member of the United Nations, a founder member and a leading contributor to UN peacekeeping for the last five and a half decades or so, it was only five years back that we set up this centre here not only to institutionalise the preparation and training of our contingents and personnel deputed for peace keeping operations but to analyse and review mission performance and experience, so as to enable refinement of our decision making processes, and training content and also to record for posterity our contribution. It is indeed an honour and a privilege to have with us representatives from such a large number of countries across the globe, which has set up similar establishments to train their personnel deputed to peacekeeping operations or to study and analyse the nuances, scope, extent and experiences of peacekeeping.

Now, we meet at a momentous period in the history of the United Nations, in fact sixty years after it was founded, celebrations were in fact yesterday, if I am not wrong, at a stage when its very relevance is increasingly in question and when efforts for restructuring reform and strengthening it appear to have floundered at the altar of expediency and resistance to change. Even the noble art of UN peacekeeping is under severe strain. Though there are greater demands for mounting operations, the support for it from the developed world is like warm at best and countries that have the resources and capability seem to be avoiding participation in UN Missions particularly the more difficult and dangerous ones in Africa. It is however a matter of considerable satisfaction, that besides the countries that have traditionally provided peacekeepers to the UN like those on our sub continent, many countries from Africa, many more countries from Europe, Asia, Africa and South America are coming forward to meet the increasing demands.

All of us represented here therefore have a sacred duty to perform and to lend our support to the United Nations and in its efforts for the maintenance of the international peace and security. I am grateful to Foreign Secretary Mr Shyam Saran for finding the time to be with us this morning to deliver the inaugural address at the conference. While making my request to him, I was aware that I would be imposing on his time but little did I realise that it would be so dramatically displayed as it has been this morning because he has been summoned for a meeting at the Prime Minister's office at half past ten, so we did a bit of jugglery with the timings and I have requested him to deliver the inaugural

address and then he has to rush off to attend to the matters of state. So without further delay, ladies and gentlemen I would now request the Foreign Secretary to kindly deliver his opening address.

### **Opening address by Mr Shyam Saran, Foreign Secretary, Government of India**

Lt General Nambiar, Director of the United Service Institution of India, Lt General Puri, Deputy Chief of Army Staff, Lt General R.K. Mehta, Military Adviser to the UN Secretary General, Maj General John Kofi Attipoe, President of the IAPTC, distinguished participants and guests.

It gives me great pleasure to be with you today at the inaugural session of this very special event that India is hosting for the first time – the Annual Meeting of the 11<sup>th</sup> International Association of Peacekeeping Training Centres (IAPTC). I extend a warm welcome to all the participants and guests and wish you all fruitful deliberations and a pleasant stay in India.

India has a long and illustrious history as one of the longest serving and largest troop contributors to United Nations peacekeeping. India's support for UN's peacekeeping activities flows from its commitment to the UN Charter and an enduring civilisational belief in the value of world peace. With more than 74,000 personnel having served creditably in 41 out of the 60 UN peacekeeping operations established so far, including some of the more challenging operations, such as those in Sinai, Congo, Cambodia, Somalia, Mozambique, Rwanda, Lebanon and Sierra Leone, we can be justifiably proud of our experience and credentials in this area. It is therefore, natural for India to play an active role in a laudable endeavour like the IAPTC, whose objective is to promote more effective peace operations through cooperation in research, education and training in peacekeeping. As you are probably aware, we have also offered to take over the mantle of hosting the IAPTC Secretariat at the Centre for UN Peacekeeping, for the next five years. If given the opportunity, we would like to assure you that we shall endeavour to do our best in consolidating and taking further the excellent work done by Canada's Pearson Peacekeeping Centre, which initiated the IAPTC in 1995 and has hosted the Secretariat ever since. We look forward to your support and acceptance of our offer and hope that India will be the first country the Secretariat will move to, since the inception of the IAPTC.

On this occasion, let me dwell briefly on why India is willing to shoulder responsibilities and play an active role in fora like the IAPTC. Having contributed troops to UN Peacekeeping since 1950, beginning with the UN Mission in Korea, we are well aware of the growing complexity and challenges in Peacekeeping today. Indeed, the very context of UN Peace keeping has changed dramatically – from keeping peace between two or more conflicting States to keeping peace within a State, where there are sometimes several parties to a complex conflict, including some who are not necessarily committed to a peace agreement. The primary objectives of peacekeeping too have expanded radically – from the simple maintenance of ceasefire to multidimensional mandates involving a range of tasks: disarming and reintegrating warring groups, providing humanitarian relief, assistance in post-conflict reconstruction, facilitation of

elections, peace building through training and development of indigenous institutions, establishment of the Rule of Law chain, and occasionally even providing transitional administration. Naturally, peacekeeping, which was the exclusive preserve of armed forces now involves a multiplicity of actors – police, paramilitary, NGOs, civilians, regional organisations and even private companies. In addition, to prevent the unravelling of peace agreements that are arrived after painstaking efforts, modern peacekeeping operations are frequently armed with robust Chapter VII mandates with larger troops and deterrence capabilities. This trend is illustrated by the fact that out of the 16 UN peacekeeping missions that are underway, eight are in Africa, out of which four are Chapter VII operations. The complexity and scale of these operations also means that peacekeeping missions today are more resource-intensive and costly.

While it is abundantly clear that the complexity of contemporary peacekeeping makes collaboration, partnership and synergy inevitable at an operational level, we believe that at a conceptual level, such collaboration is even more critical. Sharing of experiences, exchange and interaction are vital in understanding the changing dynamics of peacekeeping, their implications, preparing for future trends, developing best practices, streamlining training curricula and educating the various actors involved in peacekeeping. It is in this sense that bodies like the IAPTC have a valuable role to play, and where India would like to contribute.

While there are other agencies like the UN's Best Practices Unit for consolidating lessons learnt in peacekeeping for future application and the UN Training Advisory Group to coordinate the military, police and civilian aspects of training in peacekeeping, IAPTC provides a ready and more informal platform for agencies directly involved in peacekeeping to exchange experiences, evolve best practices in peacekeeping training and network with international organisations and academic institutions to streamline and make peacekeeping more effective. With the wide range of tasks, partners and actors involved in contemporary peacekeeping, the IAPTC will need to focus on developing integrated training to facilitate interoperability in peacekeeping missions. We, in India, have made a beginning at this Centre by integrating trainees from the Air Force, Navy and Civilian Police in our training capsules, which were traditionally targeted at the Army. Given the number of peacekeeping training centres in the world, the IAPTC will also need to play a critical role in standardising training modules and methods, while recognizing that training in many ways, has to respond to national and regional specificities. Since many of the peacekeeping operations are in Africa, IAPTC can perhaps also contribute productively in terms of building peacekeeping capacities in Africa.

Recognising the need for larger collaboration and synergy, India has been making conscious efforts in this direction, even at the international level. In this very Centre, we have trained over 160 foreign officers from 50 countries, with the Government of India funding the participation of nominees from developing countries. Over the last few years, we have established bilateral Joint Working Groups on peacekeeping issues with a few countries, which provide not only a forum for exchanging views on policy and operational aspects of peacekeeping, but also for planning joint activities and identifying institutional cooperation in peacekeeping. We have held several joint exercises, seminars

and training capsules in peacekeeping, in collaboration with other countries and the United Nations.

We are also looking at establishing mutual cooperative frameworks with other Peacekeeping Training Centres. For example, in two weeks time, a batch of senior police officers would be leaving for the first training programme being conducted by the Centre of Excellence for Stability Police Units (COESPU), set up recently in Italy, under a G-8 initiative. In view of the fact that India has a range of well-developed paramilitary services, including the largest paramilitary force in Asia which has more than one hundred and sixty thousand personnel, we are looking beyond, at a larger collaboration in terms of exchange of trainers and establishment of institutional cooperation between COESPU and the various paramilitary training Centres in India. Even with the UN, we have been actively involved in cooperation in the realm of training and specifically, in evolving the Standardised Generic Training Modules.

More recently, in view of serious concerns over recent revelations regarding sexual abuse and exploitation by UN Peacekeepers, we have been engaged with the UN in sharing our processes of training and inculcating discipline in our Armed Forces, particularly considering that there have been no allegations against any member of the Indian contingents and Indian peacekeepers have been upheld by the UN as a model of exemplary discipline. We have wholeheartedly endorsed the Secretary-General's policy of 'zero-tolerance' and assured our fullest cooperation in implementation of the same. We also recognise the validity of the present international focus on building peacekeeping capabilities in Africa, since the greatest need for peacekeeping continues to be in this continent. India has participated in virtually every UN Peacekeeping mission mounted in Africa. We have also taken a number of bilateral initiatives of our own for financial and technical assistance and are looking at other ways of enhancing our collaboration with African countries in the area of Peacekeeping.

As the world's largest democracy, India has also been deeply committed to the establishment of the UN Democracy Fund to assist nascent and transitional democracies in institutional capacity building. The Fund was launched recently on 14 September 2005 on the margins of the High Level Plenary Meeting of the UN in New York, at which the UN Secretary General was flanked by the Prime Minister of India and the President of the United States. India is contributing US \$ 10 million to this Fund, and has already released US \$ 5 million, making it the largest single remittance so far. Through this Fund, we also support ideas for sharing of experiences and best practices and meaningful use of the Fund for post-conflict reconstruction and rehabilitation. We hope that this would assist in peace building efforts, wherever required.

India has always believed that as far as possible, there should be a clear distinction between a peacekeeping operation and post-conflict peace building. We have therefore welcomed the proposal to establish a Peacebuilding Commission in the United Nations, as an inter-governmental advisory body to help countries transition from war to peace. We are engaged constructively in discussions on this issue, to ensure that we get the concept and its implementation right from the very beginning. On the issue of partnership between the UN and regional organisations, while we recognise that an inter-

locking of capacities between the United Nations and regional organisations would be expedient and effective in many crisis situations, in any such partnership, we believe that the centrality and leadership of the UN should be maintained, in the interests of legitimacy, neutrality and impartiality.

As regards the rapidly changing landscape in peacekeeping, we are alive to these developments and are following them closely. We are diversifying our areas of engagement in peacekeeping; upgrading our training and streamlining our deployment and management mechanisms. With the completion of deployment in the UN Mission in Sudan, we will have around 9,000 Indian personnel serving in UN Peacekeeping Missions. In response to the accent on gender mainstreaming, we have deployed women officers in Kosovo and also in a challenging mission like MONUC in Congo. We are also deeply interested in new proposals and initiatives in this area. For instance, we support the various initiatives being considered in the UN to deploy rapidly and effectively, and have already welcomed in principle, the two new initiatives that have been designed to optimize rapid and effective deployment - the Strategic Reserve and the Standing Police Capacity. We are actively engaged in discussions in the UN on the precise modalities of these proposals. As a leading troop contributor, the issue of safety and security of UN personnel continues to be an issue of abiding concern and we support moves to augment capacities in the field.

As the host country for this meeting and hopefully, as the IAPTC Secretariat, we look forward to a period of learning and enrichment through interaction with other training centres and agencies involved in Peacekeeping. Together, let us strive to perfect the art of peacekeeping in the spirit of the IAPTC motto 'dedicated to the achievement of excellence'.

I wish the meeting and your deliberations all success.

**Address by Maj Gen JK Attipoe, IAPTC President**

Distinguished ladies and gentlemen, normally I bring good news, wherever I go, but it is unfortunate that this morning to start our proceedings with some bad news, and that is the death of Maj Gen Cheick Omar Diarra in the plane crash which took place on Saturday between Lagos and Abugahin in Nigeria. Upon the creation of the protocol for the conflict prevention, management, resolution, peace keeping and security in 1999 at the height of forty-four crises, there was a need to operationalise peacekeeping in a more organised manner in Leoqua sub region. The Directorate for Political Affairs, Defence and Security was created in 2000. Maj Gen Cheick Omar Diarra became a first Deputy Executive Secretary for a directorate, until his involvement in the tragic air crash. Gen Diarra died in the course of peace mission, may his soul rest in peace. If I can have your permission, Sir, I would like to request that the conference to observe silence to his honour. May his soul rest in peace. Thank you.

Gen Nambiar, Gen Puri, Gen Mehta, Col Rajput, distinguished members of the International Association of Peacekeeping Training Centres, ladies and gentlemen. It is a great honour for me to have this opportunity to address such a knowledgeable group of

peacekeeping training practitioners and academics. It is a particular pleasure to be doing `so in this particular host country, India, one of the largest contributors of UN peace keepers. India is currently contributing about ten per cent of the global total of United Nations troops, observers and police and I must say many of these are serving in Africa particularly Congo and Sudan. The theme of this year's conference is Training for Peace, Cooperation and Coordination in respect to education and training. There is clearly a link with the theme of last year's meeting in my centre KAIPTC (Kofi Annan International Peacekeeping Centre) Accra, namely training for peace operations. It is therefore appropriate to take a brief moment to reflect on outcomes of last year, so that we can address this year's theme without going by the same ground. Many education and training grounds were identified last year. These related particularly to the capacity for training civilians and Police officers. Their need for more integrated training and preparing individuals /groups, participating multifunctional teams in peace operations and above all their need to improve understanding, change attitudes and improve concepts and procedures in respect to civil, military, police cooperation.

We are not meeting all these needs effectively, if I may say so, but we can and we should be doing more in the years ahead, increase effectiveness and efficiency is an achievable goal. We need to increase cooperation amongst training organisations, which encounters associated complexities of different standards in both the training and doctrine. We must not work in isolation; we must work hand in hand with willing and able partners, not only to provide high standard peacekeeping training but also in support of international community to address the root causes of conflict. The latter includes ensuring that our armed forces, security personnel and civil servants are adequately educated, trained and equipped from scarce resources to deal with the problems that resolve the conflicts as they occur. Training at my own centre, the Kofi Annan International Peacekeeping Training Centre has begun last year, and the centre is now firmly recognised as a centre of excellence in Africa and a centre of choice for training at the operational level in the region. The African regional standby force and the Kofi Annan Peacekeeping Training Centre are at a forefront in the process of conducting the training need and analysis of the states. Their training needs analysis is nearing completion and the final report is due to come to us on 31<sup>st</sup> of this month. Many meaningful partnerships have only been achievable with the good will, hard work and cooperation of many people and organisations for which we are extremely grateful. With the scope and debts of current and projected training needs and costs involved in meeting these needs in Africa alone, is clear that no single organisation or institution can or should be regarded as the regional centre for peacekeeping training and education.

Meeting peace operation training needs effectively and efficiently would require number of international and regional centres and institutions, each with a clear vision and mission and in a higher level of coordination and cooperation among them. We look forward to developing our links further across the West African region particularly with Mali with a new site under construction in Bamako and also Nigerian War College to ensure that training across the strategic and operational spectrum is covered and delivered at the appropriate levels. The Kofi Annan International Peacekeeping Centre is also most grateful for the collective contributions of all the international training partners and donors and for the fact that they have shared so much with us in our formative years and

some of the contributors are present here amidst, but I would not like to mention all of them but since India is the host country, I would like to mention that India is just about to provide us an electronic library. We thank you. We thank all of you for your continuing assistance towards building our capacity for training in the Aqua Serb region and I look forward to further collaboration with all of you in your ambitious project of training for the Agoas police forces. With the emergence of additional dedicated peacekeeping training centres world wide there is clearly a strong need for greater coordination and cooperation between training providers themselves and where applicable the donors, and international partners that support them. There is a lot of cooperation at the moment but, it could be better coordinated and organised, how this should be best done would be the subject of our deliberations here in New Delhi. Distinguished guests, ladies and gentlemen, I look forward to the outcomes of this conference and hope that international association of the peacekeeping training centres will grow and strengthen as a consequence. It has been a great honour for the Kofi Annan International Peacekeeping Training Centre to hold the presidency for the past year and I look forward to continue to be a member of the executive committee after I hand over at the annual meeting. Ladies and gentlemen, I thank you.

#### **Address by Lt Gen R.K. Mehta, Military Advisor, UN DPKO**

Gen Nambiar, Director, United Services Institution of India, Gen Puri, the Deputy Chief of Army Staff, Gen Attipoe, President, International Association of Peace keeping Training Centres, Ambassadors and the members of the diplomatic community, ladies and gentlemen. I first begin with apologies for being a little late on account of the revised schedule. I would also like to offer my sincerest condolences for the loss of a very fine peacekeeper Maj Gen Cheick Omar Diarra, Assistant Executive Secretary, Peace & Security Section, Economic Community of West African States, in the tragic plane crash of Lagos. May God grant his soul eternal peace. It is indeed an honour and a privilege for me as the military adviser in the Department of Peacekeeping operations to make this opening address on behalf of the Secretary General of the United Nations and on behalf of the Under Secretary General of the Department of Peacekeeping operations Mr Jean-Marie Guehenno. I bring their greetings to the conference and their best wishes to all the conference delegates and association members. Of course it is a particular privilege to be addressing you all in my own member state and in my own home city; it is most heartening to see here today the diversity of training disciplines in the association which sees an integrated and proactive to peace operations training.

The world of UN peacekeeping operations contrives the fast pace of change that we have experienced since the early 1950s and if we are to meet the challenge of change, then we must indeed conduct this business as the main theme of conference exhorts us to do 'Training for Peace, Cooperation and Coordination'. This theme enshrines two of the principles in the UN approach to training for UN missions and it is echoed in all the UN agencies, regional organisations and in member states and also in their approaches to the challenges of peacekeeping and peace building today. The challenges that we face in the Department of Peacekeeping operations with 18 field missions is the challenge of co-operating and coordinating our efforts with those member states, with our fellow UN agencies, with regional organisations and our colleagues in the humanitarian agencies. Traditional peacekeeping by itself is no longer sufficient to the tasks. Security Council



resolutions which mandate UN missions are integrated with country teams in some of our missions, one deputy special representative of the Secretary General coordinates the humanitarian community and the other is responsible for political affairs, and both look after some form of development for the host nation. The force commanders and the police commissioners are now involved in security sector reforms and not only in stability as security talks. I am delighted to see that the conference programme includes presentations on integrated missions and I look forward to participating in the discussions on the topic. In United Nations headquarters we are echoing these changes. We look forward at the end of the year to the establishment of the peace building commission and the peace building support office which were principle recommendations contained in the Secretary General's report on larger freedom and was supported by the world summit. We very much look forward to working with both these bodies with in the Department of Peacekeeping Operations. We are also reforming our organisation to reflect the changing nature of our tasks.

In his speech to the fourth committee on 20<sup>th</sup> of October this year, Mr. Guehenno stated his intention and announced several of these changes in particular. Mr. Guehenno announced one which is of direct interest to this audience, the formation of an integrated training service with effect from the 1<sup>st</sup> of November this year. The integrated training service will comprise the existing DPKO military, police, and the civilian training service and will be responsible to the Under Secretary General. Captain Brand whom many of you know as the Chief of Training and Evaluation Service in the military division will be the interim head of the new service until a new position is created in July 2006. I shall share some more details of this change in my address to the conference in the Session II tomorrow. In addition to this new Integrated Service, there is the intention to create DPKO with new integrated teams to direct and support field operations at head quarters. These teams will bring together military, police and civilian personnel to provide substantive support and guidance and direction in field missions. It is anticipated that these teams will include active participation and co-location of UN partners engaged in a particular mission.

In the light of these proposed changes, I am delighted to see that the IAPTC is also in the throes of change and we are proposing to alter the functional committee structure of the IAPTC. Perhaps it is time for change and these committees could reflect the integrated reality we all face and be reformed under the title of political development and social security reform. I am sure my colleagues from the DPKO will engage in such discussions this week and will brief you further on the changes and developments at UN headquarters and in the field. I thank the Government of India for hosting this event and the United Service Institution of India and their Centre for United Nations Peacekeeping for their great hospitality and excellent arrangements. I wish you all a most successful conference and looking forward in taking part in the presentations and discussions that they will generate. Thank you very much.

## **SESSION ONE**

### **Keynote address by Kamalesh Sharma, Formerly SRSG, United Nations Mission of Support in East Timor (UNMISSET)**

I feel privileged to address this meeting of the international Association of Peacekeeping Training Centres (IAPTC) today. Peacekeeping, both under the aegis of the United Nations and that of regional organisations, has demonstrated an exponential growth over the years. In fact, the number of peacekeeping operations deployed by the UN today is higher than ever before. The number and quantum of peacekeeping operations deployed by the United Nations in different regions testify to the expectation of the international community from our world organisation, particularly with regard to its role in the maintenance of international peace and security.

The nature of peacekeeping has evolved considerably from an early focus on the implementation of peace agreements, towards a holistic exercise that ideally provides for a sustainable transition for the emergence of a viable, accountable and democratic nation-state, based on the rule of law, enlightened constitutional principles, and with responsive and independent institutions devoted to people centric economic and social development. This can only be achieved through an early emphasis on all aspects of nation and state building, particularly creation and strengthening of the institutions that underpin the rights and freedoms of the citizens. The decisions adopted in the early phases of peacekeeping must be consistent with the achievement of this ultimate and larger outcome.

Our perspective of the quality and substance of the engagement required in a peacekeeping environment is therefore undergoing a significant shift. While we can project a theoretical model of transition from peacekeeping to a sustainable development assistance framework, under which external assistance is provided to the country in the pursuit of nationally owned and led programmes of development, in actual fact the stages of transition are neither clearly defined, nor do they occur in a phased or conveniently sequential manner. All these elements – peacekeeping, maintenance of internal security and stability, humanitarian relief, promotion of economic activity and growth, social development, development of public institutions and their strengthening, promotion of the rule of law, programmes for the disadvantaged and vulnerable sections, particularly the veterans and former combatants, advancing the rights of women and children - have to proceed apace from the very first days of a peacekeeping operation. Most of the developmental or long term issues do not have easy solutions, and prospects are frequently intimidating. This fact needs to be constantly borne in mind by all peacekeepers (and peace builders, once the concepts outlined by the Secretary General in his report ‘In Larger Freedoms’ are implemented).

Peacekeeping is a vast area for reflection and a lot of literature is available on it. Rather than repeating some of this I thought that I should sensibly restrict my observations to my own experience and conclusions drawn directly from my assignment as the first SRSG deployed by the UN in independent Timor-Leste. This would then have the virtue at least of authenticity, if not necessarily of perspicacity.

Peacekeeping is first and foremost a team activity. The shortcomings or failures of peacekeeping can arise from a dysfunctional senior management team or problems in interaction with other stakeholders, primarily the local authorities. I was particularly fortunate in my senior management team, Deputy Special Representative Sukehiro Hasegawa (who later on became SRSG), Chief of Staff Atul Khare (who later on became DSRSG), Force Commanders Gen Winai, Gen Tan and Gen Khairuddin, Police Commissioners Miller and Peisley, Directors of Administration Stokes and Cooper and the heads of components such as political affairs, legal affairs, civilian support, gender and HIV / AIDS advisers. They were all team players, brought different and complementary skills to the team and supported each other to ensure UNMISSET's success. However, this arrangement was more fortuitous than a result of planning, design, selection or training.

As SRSG, I hope I gave my team respect, time and attention. We sought to overcome setbacks collectively and through frequent consultation. A sense of solidarity and good cheer created a healthy bonding. I would strongly recommend that great emphasis on building of effective teams, team management and leadership, shifting roles of team members as team leader for one activity and as players for others, effective and continuous communication, including an emphasis on listening and understanding, cultivating trust among peers and colleagues, must be integral components of training for peacekeepers. This is even more important as most national structures from where we draw our peacekeepers essentially function through rigid command and control structures and not as latticed networks or teams. In fact, one of my Force Commanders conveyed to me his confusion at learning on arrival in the mission area that he was not a Commander at all, but rather the non-executive Chairman of a Board of Directors of the Contingent Commanders of troops contributing nations. It is to his credit that he adapted speedily to the new environment and was one of the most successful Force Commanders in Timor-Leste. However, the episode highlights the importance of training in team building and management.

Effective communication is critical for team building and for concerted action during routine operations and particularly during emerging crises that are the norm in any peacekeeping environment. Generally, in any national set-up, meetings are purposeful and action-oriented on a particular issue to arrive at a considered decision. In a peacekeeping environment, meetings have to be held frequently with the primary purpose not of decision-making but of sharing information. Training in effective communication, *inter alia* highlighting the importance of listening and of sharing information (and not hoarding it to possible advantage as a commodity as in some national arrangements), must be a particular area of focus of IAPTC, as ingrained habits need to be speedily overcome.

Despite mounting demands, as noted by UN Secretary- General Kofi Annan it has been difficult for the United Nations to keep pace with this surge in demand for peacekeeping, primarily on account of the increasing reluctance, particularly of developed countries, to contribute troops for such operations (A/59/2005, paragraph 111). On the other hand, the variable capacities and attitudes and operational backgrounds of

the troops provided by other nations, needing to act as a cohesive operation, is also a complicating factor, as the differences in these forces make the tasks of Special Representatives and Force Commanders even more challenging.

Despite differences, military forces globally also have certain comparable norms, traditions and standards. Despite variations, different military contingents, therefore, find it easier to understand and work with each other. However, policing norms are far more divergent, varying from an emphasis on community policing through largely unarmed policemen to heavily armed presence on the streets. The degree of autonomous authority exercised by these authorities varies, as do oversight mechanisms and practices. Some police services rely on electronic databases to maintain crime records and related information whereas others work on handwritten carbon copy slip-pads. Some undertake patrolling only in large groups using motorised transport, whereas others prefer the beat policeman patrolling the streets.

I believe that we must urgently develop a common UN policing standard and code that would be implemented, with the required local adjustments, when the UN has responsibilities for maintenance of internal security and rule of law. It must be relevant, effective, responsive, accountable, gender sensitive and above all, transferable and sustainable in the long run. We must remember for instance that it would be extremely difficult to sustain a computerized database in a country that faces shortage of power or qualified personnel. At the same time, targeting only a manual records environment or foot or bicycle patrolling would be perceived by a nascent national police service as setting low goals, affecting motivation. Generally, however, it is better to commence with a low-technology policing system that works and is sustainable and can be progressively upgraded rather than institute a high-tech system that would soon become dysfunctional. I would encourage IAPTC to reflect on these issues, including the preparation of police training manuals for training of Unrolls and also for standardized training to be imparted to the peacekeeping national policemen of the host country.

Creation and strengthening of transparent, responsive, accountable and effective public institutions is essential to prevent a return to disorder and strife (A/59/2005) and to prevent the emergence of a failed state. UNMISSET undertook a pioneering experiment through the provision of 100 civilian advisers in diverse sectors of governance, that were gradually reduced to 70 and finally to 58 in the last year of the consolidation phase. I understand that around 45 civilian advisers are still deployed through the assistance being currently provided by the special political mission, UNOTIL. Pre-deployment training of such civilian advisers must also be considered a priority. The difficulty of course is that the process of selection and recruitment of such advisers has to be independent of national governments and undertaken directly by the UN, so that a thorough briefing may have to suffice. But, perhaps, some additional consideration could be accorded by the UN to those applicants who have previous peacekeeping experience and have a good record and have seen some training in that context. In addition to skill, cultural awareness, speedy acclimatization, innovativeness and responsiveness are essential preconditions for successful support in creating the basis of a self-reliant public administration.

The training of such civilian advisers must focus on four critical areas. First, the need to refrain from transferring state of art, but essentially non-workable, practices and technology. They have to concentrate on transferring those skills and knowledge that are useful, applicable, relevant and which can be applied in a sustained manner by national counterparts after the departure of the international adviser. This is easier said than done as most of us in national systems wish to constantly look ahead towards emerging technological options rather than towards what had been working a few decades ago in our own countries. Second, the development of an attitude of mutual learning and sharing rather than a superiority born out of perceived higher technical and professional skills of the international advise. We must constantly keep in mind the troubled history of most peacekeeping environments where such superiority may be seen as distant or patronizing. Third, avoidance of the tendency of international advisers to undertake online work themselves and losing the training mandate in order to keep the work moving. Local ministerial and other higher authorities may also find it easier to request the international advisers to perform line functions to help them out. While this improves immediate outputs, it is discouraging for the national counterparts and creates dependency. International advisers must feel supported by the SRSG in the need to sometimes say a polite no to requests by national authorities to perform online tasks and argue for the laborious but more self-reliant option. Finally, the training of such international advisers must equip them to deal with a peculiar dilemma related to the composition of the civil service in post-conflict countries. Many of the civil servants are those who had served under the previous dispensation and are viewed with distrust. At the same time, a number of them were also never trusted by the previous administration and not given responsible tasks. (in fact, President Gusmao once recounted to me that former civil servants during the period 1978 to 1999 were know as 720 - seven to zero - those who came to office at 7 a.m. and left at 2 p.m. after having done zero work and took home a monthly salary for doing nothing.) Changing the mind-set of such counterparts towards learning new tasks and applications so as to be of enthusiastic service to the population is an uphill task involving motivational skills in addition to professional and technical knowledge.

Another group of counterparts is represented by the 'diaspora' which has returned from exile. In this case, the international adviser has to face a different set of challenges. First, possible resistance and suspicion as they regard international advisers as interfering or possibly circumscribing their hard won independence. Second, the values and working mechanisms imbibed by the counterparts during exile which they do not wish to change. The members of the 'diaspora', though technically proficient, may ironically be divorced from the aspirations of the people whom they want to serve. Another group of national counterparts is composed of young people who have been just employed, or older veterans of the struggle, both lacking educational, professional and technical skill. Imparting technical and professional knowledge creates self-respect in this group. Strengthening the capacity of this variegated target group therefore requires enormous motivational and people management skills and a sensitive orientation. Yet, selection of international advisers is based on technical knowledge and expertise rather than proven experience in training or motivation talent. At the very least, if a system could be devised to train these international advisers in the softer human management skills and prepare them for the dilemmas that they are going to face, prior to their deployment in the field, I

am convinced that our efforts aimed at institutional capacity building would be more successful and durable.

There are certain core areas where I believe training would be useful for potential peacekeepers.

First, acute sensitivity towards local culture, social norms, aspirations and insecurities brought about by sharing collective experience. These are obviously unique to every situation. However, at a general level, the training must equip them to appreciate diversity, to understand aspirations of others and, most importantly, to avoid any action, statement, or behaviour that could conceivably be misinterpreted as an imposition, particularly in a still fragile post-conflict society. We need to be conscious that national identities in a post-conflict environment are nascent and easily bruised.

Second, I am greatly disturbed, as are all others who have been part of peacekeeping, by recurrent reports of sexual harassment and abuse perpetrated by peacekeepers, who owe a primary duty of care towards those abused. This has to be a zero tolerance area. United Nations is taking several steps to eliminate this. Training of peacekeepers to report and combat sexual abuse and exploitation in all its forms is therefore absolutely essential.

Third, it is a tragic fact that women are generally the more desperate and unfortunate victims of any conflict. All actions of peacekeepers must be such as to enhance the role of and respect for women in a post-conflict society. I believe that there is universal agreement on respect and empowerment for women and our efforts in this direction must be governed by the highest standards. As SRSG I encouraged that this be an area of special and continuous focus of attention and concern with the entire senior management team and in our interaction with local stakeholders. (The outcome was satisfying: in fact, Prime Minister Alkatiri was happy to point to a better gender balance within his Cabinet that was existing in the senior echelons of the UN!)

Fourth, the promotion and entrenchment of the rule of law. Secretary General has stressed that rule of law and justice, and peace, are two sides of the same coin. All peacekeepers must therefore be trained in observance and promotion of the rule of law. It is too important a topic to be left to judicial actors or lawyers alone.

Fifth, the need to always adopt a cohesive and comprehensive approach. Construction of schools has been undertaken as part of Civil Military Activity (CMA) that were neither required nor had any hope of sustainability. Any CMA or Quick Impact Projects (QIPs) must be undertaken in a manner that reduces dependence, promotes long-term development and is locally sustainable.

Sixth, apart from the focus on women, special attention to activities directed towards the youth, veterans, children and the disadvantaged. These are the groups that are the most vulnerable and require special attention. Particularly, the youth and children must have hopes and dreams for the future. They must look to the future as youth in any other society do, open to aspiration of careers in science, various professions, the land,

business, entrepreneurship: in essence, activities that ultimately consolidate and anchor a national community. The optimism, energy and belief of the youth shape a nation. Active cooperation should be sought with UNESCO, regional banks and other active organisations to promote education, vocational training, construction of cultural centres and science museums or parks, and encouragement and support to the establishment of small and medium scale business and industries. We tried to bring a special emphasis to the needs of the youth in UNMISSET. A post-conflict child-birth boom is a well accepted phenomenon observed by demographers in countries recovering from war and strife. These children strain the already deficient systems of care and opportunity and therefore need a special focus. Peacekeepers must refrain from any activity that either contributes to dependency, or in the worst cases exploits such children, as menial workers or even worse.

Seventh, psychological training to prepare the peacekeepers for a difficult and challenging task. Peacekeeping is not a risk free activity. Many peacekeepers have made the supreme sacrifice while conducting their tasks, including in Timor-Leste. The aspect of psychological training should also encompass the families of peacekeepers. In the absence of such preparation, it becomes impossible to understand or appreciate that the life of a loved one was lost because of a flash flood in a far off land while trying to ford a river bed, as tragically happened in Timor-Leste. It needs to be appreciated by all that peacekeeping, despite all precaution can involve risk to life.

Finally, training for protection against HIV/AIDS and other illnesses is essential. While UNMISSET was the first mission to establish a Voluntary Counselling and Training Centre (VCT) and this is now being replicated in other mission, I believe that pre-deployment training is a necessity. I am encouraged that India has commenced providing such training to its peacekeepers. However, this area involves issues of ethical hazard I am not touching upon here.

I had earlier referred to some of the dilemmas of development. I would like to mention three of them in a cautionary way as they are cross-cutting challenges and I believe that all peacekeepers should be cognizant of them. A standard dilemma is that of a trade-off between immediate and short-term stability and what could be encouragement to authoritarianism. The second relates to use of local produce that could promote local investment and industry but could just as well lead to inflation (through pushing local price levels up and increased local money supply) and even the danger of localised famines. Finally, the dilemma of UN salaries for national staff that can have the perverse effect of siphoning skilled human resources away from a society precisely at the time when a recovering society needs them the most. There are no easy or prescriptive solutions available on the table, but an awareness of these challenges better prepares the peacekeepers for what lies ahead and the need for judicious policy.

It is clear from what has been said that a conscientious and sympathetic peacekeeper requires a plethora of positive attributes. Cultural sensitivity and respect, openness to being educated and to advice, belief in the mission and in the bedrock of the rule of law, empathy with victims of violence and in particular concern for women and children, positive interactive skills, readiness for hard work, tolerance of difficulties and

adversity, among others. In essence, one who sees himself of herself more than as holding a job or assignment: rather as representing the concern and goodwill of the global community which comes from a shared humanity. I was privileged that the UNMISSET team was composed richly of such persons. I am also convinced that thorough and purposeful briefing and training can assist in the further development of many such individuals who would be a credit to peacekeeping and further enhance the effectiveness of our interventions.

The preparation of the SRSG should naturally be accorded the highest priority as the SRSG is the guide to all the senior staff and to the operation as a whole. Every possible information on the history, geography, society, economy and background on the actors and the course of conflict should be made available to the SRSG. A compendium of positive and negative lessons in other theatres will enable the SRSG to glean from this distillation what lessons can be learnt in the particular situation before him or her.

I found in my assignment as SRSG that this position required radical rethinking as to the style and substance of the operation and my role in it as the whole world has a legitimate right of scrutiny of the quality of the service being offered by the SRSG. In my previous assignment as Ambassador of India to the United Nations I had to satisfy only my Government and for the most part even the Government was happy not to be bothered and trusted the judgment I would be exercising. The contrary was the case as SRSG, to which new situation I had to make an adjustment literally from one day to the next. As SRSG the entire membership of the UN, political community of the country (indeed every citizen), global and national media and civil society with a concern with developments in Timor Leste had the freedom to query me, which they frequently did, or to be briefed by me, which I did equally frequently. Indeed, realizing the importance of making all interested parties understand the roadmap on which we were embarked, I often sought out opportunities to do so. Many of the 'NGOs' were surprised to receive a visit from me for a reciprocal exchange of information and evaluations. This was my first crash lesson as SRSG: a peacekeeping operation in the service of the world community requires investment in maintaining a two-way channel of communication with all comers.

A crucial component for the success of a peacekeeping operation is the quality and culture of the interaction of the SRSG and SRSG's team with the government and local political actors. The authority from the Security Council notwithstanding, the peacekeeper is essentially a helpful and well-intentioned visitor and is an interlocutor of the permanent residents of the land who will live out their entire lives in that land, unlike the peacekeeper. The communication between the two has to recognise and respect this equation and do justice to both the world organisation whose values and mandate the peacekeepers represent and the permanent residents of the land in whose interest they are engaged. The SRSG has an obligation to both. In the situation of a newly independent country with the SRSG carrying the responsibility for internal security and building up public administration including in key areas such as police, judiciary and treasury.

As the SRSG I consciously decided upon certain basic features of my public interaction. The first was a weekly meeting at a prescribed day and time with the Prime



Minister as the head of the Government. This enabled our interaction to be held in a predictable and structured way, when both sides could reflect on the issues they would like to raise and discuss rather than a practice of ad hoc meetings created by specific situations. Unscheduled meetings we had to hold were in fact very few. I feel that this regularity of personal meetings was essential to the creation of mutual understanding, and confidence and information sharing and I strongly recommend this, wherever feasible, in peacekeeping operations, as the situation may require. Secondly, I also followed a calendar of regular meetings, though with lesser frequency, with the President as Head of State, the Speaker of the Parliament as representing the legislature and the Foreign Minister as responsible for external relations. A discussion of the evolving situation and issues in a calm environment with all principal political personalities was of enormous benefit to me as SRSG, to the perception of the openness and broad-based interactiveness of the operation, in informing all my interlocutors of the basis of our actions and initiatives and in creating a positive public perception as well. The third feature was openness of the SRSG to receiving all interested parties, whether citizens, foreign governments, civil society or national and international media. Accessibility and willingness to brief and listen is not only good public policy but very helpful in the conceptualization and implementation of action and maturation of policies by the SRSG. Lastly, except in urgent matters requiring an immediate message, my communication with headquarters was also in the form of a weekly message incorporating all relevant points to be conveyed in respect of my regular meetings and other developments. This avoided a spate of random messages.

Internally, heads of division had free access to me at any time and, apart from group meetings, individual head of divisions were on a roster to meet me personally to discuss developments and progress in their area of competence. This was beneficial to the work of all sections in providing shared understanding of direction. I also addressed 'town-hall meeting' to which all members of the operation from all levels were invited and who could put questions directly to SRSG. This was invariably done after my periodic appearances before the Security Council, which I must acknowledge was very helpful and generous in its commendation. On my visit to headquarters I made it a point to host Council members and the Timor-Leste interest group delegations to separate informal lunches so that I could give a personal briefing and answer their queries. All the above measures stood me in good stead as SRSG and I recommend their consideration *mutatis mutandis* by SRSGs.

It is a truism that peacekeeping operations are vastly different from each other in terms of historical background, the nature of the challenge in conflict resolution and nation building, nature and degree of external actors involved, or of feasible exit policy for the peacekeepers. Having conceded this, there are, however, certain common features of operational culture and ultimate objective for the world community which are shared by all operations.

Despite the vast differences which exist between peacekeeping operations my conclusion was that there would be certain basis goals which all would be pursuing in their own way. The first is advancing and fostering responsible political ownership: without this the legacy would be too shallow to survive. In the case of Timor-Leste the

way of ensuring this were the broad-based regular consultations with political actors I have referred to, as well as listening closely to the leaders in developing strategies so that the aims pursued were shared ones. This process is a journey requiring sensitive but sure navigation as the world organisation expects certain principles of governance to be observed and mainstreamed and all collaborative effort had to respect these. The right means were crucial to validate the ends. I want to place on record here the cooperation, courtesy and collaborative held of the leaders of Timor-Leste which I invariably received. It was a rare privilege to work with President Xanana Gusmao, Prime Minister Mari Alkatiri, Foreign Minister Jose Ramos-Horta and Speaker Francisco Guterres. I cannot conceive of any success accruing to UNMISSET without their active participation and encouragement. I was most fortunate to have worked with such exceptional leaders. A second cross-cutting goal would be for actions of an operation in different areas to seek durability of achievement and not be influenced by a desire for temporary approbation. The success of a peacekeeping operation lies in its legacy and not just in how good it looks at the time.

The testimonial I value most was given by PM Alkatiri at a vast farewell reception he was kind enough to give me to time with the annual donors conference. In his remarks he said that Ambassador Sharma would have sensed the reserve and reticence with which he was first received. However, this gradually turned to appreciation when it was realized that all the actions he took and advice he gave had the unifying feature that they were all motivated by the time welfare of the people of Timor Leste. Thirdly, an operation's goals and methodology must be able to meet the test of transparency so that they are clear to everyone. Such openness of purpose also enlists collaborators and generates good advice. An operation where it is not clear why one is doing what is being done will soon lose public confidence. I was able to keep an open house to visitors because the roadmap was an open one. Actuality and perception must move hand in hand. Lastly, the SRSG must strive for internal and external coherence. A peacekeeping operation is of a wider historic socio-political movement in which the population and its leaders participate as 'primary owners' and other international bodies such as the World Bank and regional banks, IMF, UNDP, agencies of the UN, international and national civil society also participate as 'supporter'. This great symphony cannot be played from different music sheets. It was a special concern of mine as SRSG to be in touch with all these actors, as well as with the bilateral partners, by meeting their heads and heads of missions regularly for briefings and exchanges. These four key goals are pursued in different ways in different peacekeeping operations but I imagine the core principles pursued are the same.

Anticipating the winding down of the operation and the need which Timor-Leste would have of generous bilateral support as a continuing asset, I visited countries of the region, as well as selected developed countries, to keep them informed of progress and sharing with them advice on where bilateral assistance could be most usefully given. I believe that this was of assistance in a smoother transition.

It is inconceivable that a peacekeeping operation, which by definition arises only in the most difficult situations, will not be attended by a variety of criticism. The operation will also have to be ready to face conditions of crisis pertaining to the law and

order situation. UNMISSET had to face a situation of a localised civil unrest in the capital Dili, precipitated by an arrest made by the UN police where it took the better part of the day to bring the situation under control and involved considerable destruction. Given the difficult terrain of peacekeeping, perceived shortfall in interaction in all areas of peacekeeping will also be regularly commented upon. The SRSG has to take a conscious view on the management of criticism. A policy of transparency helps enormously in accepting constructive advice in the right spirit. However, as a conscious attitude, where it was necessary to take criticism I took it upon myself as head of the operation, rather than deflect it to a component head, even if the merits of the case may have justified this. It is better to keep correction as an internal exercise. I found a policy of accepting shortcomings by the SRSG, but ascribing success to subordinates, as a sound policy for the SRSG to follow on account of the three attendant benefits of preserving the morale of junior colleagues, avoiding misperceptions in headquarters and gaining respect of the government.

Regular and comprehensive interaction with the Department of Peace Keeping Operations, through both the informal and formal channels, is a sine qua non of a successful and wholesome peacekeeping operation. The better informed the headquarters continually are of the various strands of development, the better it will appreciate any situation arising which requires a decision. Both channels must be regular and interactive and other concerned departments, particularly the Department of Political Affairs, must simultaneously receive the formal communications. I want to place on record the invariably encouraging and constructive advice received by me from the SG Kofi Annan and for me and my team at the levels of USG Jean-Marie Guehenno, ASG Hedi Annabi, Director Julian Harston and Desk Officer Andrew Grene.

The Outcome Document adopted for the 2005 World Summit provides for the creation of a Peace Building Commission to help transition of countries from war to peace, backed by a support office and a standing fund; new standing police capacity for UN peace keeping operations; and agreement to strengthen the Secretary General's capacity for mediation and good offices. Mr. Chairman, you will be glad to know that I do not plan to offer comments on this, nor am I qualified to do so from my present vantage point. However, the issue of cooperation and coordination in training for peace is not divorced from many of the decisions which will be taken in respect of this Commission. I believe that in shaping the role of the Commission, certain principles are important to be respected, such as the Commission being a subsidiary body of the General Assembly and being accountable to it and to ECOSOC; its work linked to a formal request from the concerned national or transitional government or authority; countries emerging from conflict being given a primary role in the peace-building process in their areas; and development aspects being kept under particular consideration by the Commission in the implementation of its mandate. I hope it will be seen that these principles follow from what I have said earlier.

Before I conclude, I would like to compliment the Department of Peacekeeping Operations for having established the Best Practices Unit that has voluminous, and useful, material on its web-site and its online library of documents. These are a valuable resource. I wish that I had the benefit of those documents when I took over as SRSG. I

believe that training material should also be prepared for SRSGs, DSRSs, Force Commanders, Police Commissioners and other members of the senior management team. These could be sent to them at the time of appointment so that they could familiarize themselves with the requirement and challenges prior to their arrival in the mission area.

Finally, Mr Chairman, I would also like to commend initiatives of IAPTC in enhancing cooperation and coordination amongst peacekeeping training institutions. I understand that several novel ideas would be discussed during the Ideas Bazaar later during the Conference and I wish the Conference all success.

## **STRATEGIC ISSUES**

### **High Level Panel by Lt Gen Satish Nambiar (Retd)**

The UN SG's High Level Panel on 'Threats, Challenges and Change' was set up on 04 November 2003 in the aftermath of the US led invasion of Iraq that was perceived by many as representing a breakdown of the international response mechanisms that had been set up for dealing with peace and security, a set of mechanisms that, despite the infirmities of the UN, had served the international system reasonably well.

The Panel examined various aspects of the situation and while professing to be bold and radical made a number of somewhat mild recommendations. Ironically even these have not found resonance at the recent summit of world leaders. Only a couple of recommendations seem to have found acceptance by member states.

However in context of deliberations at this conference, I feel it is important to be aware of the context of the considerations that led to many of the recommendations of the Panel as these will no doubt need to be deliberated upon again with greater focus in the not-too-distant future if we are to be serious about dealing with the maintenance of international peace and security.

On the use of force provisions of the UN Charter the Panel deliberated at some length; primarily on the question of the inherent right of nation states to take pre-emptive action in the face of imminent threats to their security. The unanimous view was that the provisions of Article 51 adequately covered this contingency. The real problem arose in regard to the aspect of whether preventive use of force as a mechanism to deal with what was considered as 'not-so-imminent' threats could be the domain for decision by individual states. Here the unanimous view within the Panel was that whereas under the conditions that prevail today, such threats cannot be dismissed as unreal or a figment of imagination, it is incumbent on states that perceive the possibility of such threats against them, to bring the same to the notice of the UN Security Council, that will then determine the validity or otherwise of resort to the 'preventive' use of force and endorse such action.

It is ironic that the recommendations made by the Panel on this aspect were received with scepticism and suspicion by a number of developing countries who felt that the Panel was playing into the hands of the developed world led by the USA, and on the

other hand, the USA perceived the recommendations as imposing restrictions on actions it may need to take in its own security interests. The point that merits attention is that notwithstanding the non-acceptance of the recommendations of the HLP, it would be prudent for the international community to factor such a contingency into future deliberations and planning.

It is a matter of some satisfaction that despite substantial reservations in the developing world on intrusion into the notion of state sovereignty in regard to the 'responsibility to protect', the Panel's recommendations appear to have been endorsed. The point that this conference and its participants need to deliberate on is how the international community will implement the principle of intervention; determination of whether the specified criteria have been met; and what form the intervention will take.

On practical aspects of peacekeeping I am afraid most members of the Panel were excessively conservative in that they bowed to political expediency in arriving at formulations rather than relying on experience from the field. Even so, it is a matter of some satisfaction that the Panel's recommendations on having a standing police capability and creation of a peace-building commission have been endorsed. It would be important to follow the process of implementation.

I am of the opinion that operations for the maintenance of international peace and security in the foreseeable future will fall under the following broad categories:

(a) Classic Chapter VII multi-national enforcement actions like *Operation Desert Storm* in 1991, with the endorsement of the UN Security Council, under a lead nation like the USA that has the capability and (hopefully) the political will. It should be clearly understood that Chapter VII enforcement actions are combat operations and hence cannot be undertaken by 'blue-helmeted' military forces. 'Preventive' actions discussed earlier would also fall under this category. (b) Classic United Nations peacekeeping operations overseeing implementation of cease-fire agreements and understandings in inter-state disputes, as in Cyprus, Lebanon, and Ethiopia/Eritrea; tenuous though some may be. (c) 'Robust' United Nations peacekeeping operations in intra-state conflict at the request of, and after agreement with the belligerents; wherein the use of force to implement the terms of the agreement when required, is mandated by the UN Security Council, and adequate resources are made available to the UN Mission. It must be stressed that United Nations forces for such missions must only be inserted after an agreement between the belligerents has been entered into. After insertion, if sporadic acts of violence are initiated by elements not responsive to the signatories, like warlords acting on their own, the United Nations mission should be prepared to use military force to restore peace.

Where the Government of a country seeks international assistance to deal with internal rebellion or insurgency, or in failed or failing state scenarios, or where genocide is taking place, or there is a humanitarian situation that calls for international action, the United Nations Security Council may determine that the international community needs to invoke the principle of a 'responsibility to protect' the affected civilian population. In such instances, it is my opinion that multi-national stabilisation operations mandated by the UN Security Council need to be launched under a lead organisation or country that is willing. Recent examples are the initial stages of the East Timor operation and the

ongoing operations in Afghanistan. The aspect I would like to stress is that these would invariably have connotations of combat against armed elements like para-militaries and other such organised forces. They should be covered by Chapter VII provisions and would therefore have to be multi-national operations under a lead nation or a regional organisation. I do not think such operations can be United Nations 'blue-helmeted' operations, as the UN HQ does not, at present, have the capability to provide strategic oversight and direction.

A point worth making in context of some ambiguity of interpretation is that whereas United Nations peacekeeping operations remain under Chapter VI of the Charter, since there is no specific provision for UN Peacekeeping in the Charter and it is an innovation that has come to be accepted, the flexibility of the Charter and its interpretations should be exploited to the benefit of the international community. There is no reason why restrictions on the use of force are imposed in the conduct of such operations. Provided there is good reason to believe that use of force is required in the better interests of the mission, the mandate is conferred, and the resources of men and material provided. Chapter VII 'enforcement actions' should clearly remain what they were intended to be; namely waging war when international peace and security is under threat.

There is no greater legitimacy for the use of military forces, and for that matter, civilian police, than for the maintenance of international peace and security. It should therefore be a matter of honour and privilege for countries to provide such forces for peace missions. However, the practical experience in this context is invariably rather dismal. The inordinate delay in the arrival of troops in the mission area is always a most frustrating feature of the missions that are being set up. It is in recognition of this basic inadequacy that rapid deployment forces like the Nordic SHIRBRIG, European Union Rapid Deployment Force, the proposed sub-regional rapid deployment capability of the African Union, and so on have been, or are being, considered.

One of the measures instituted by the United Nations to overcome this inadequacy is the earmarking of "stand by" forces by member states. This is most commendable and needs to be pursued with vigour. As on date, this arrangement apparently provides for about 100,000 personnel pledged by about seventy-five member states. Another arrangement being considered is that of selected member states earmarking 'reserve forces' for immediate deployment. However, it is a moot point whether such 'stand by' or 'reserve' forces would, in fact, be available immediately on demand. The Rwandan experience indicates that political expediency and domestic compulsions will invariably dictate the responses of member states. Therefore while the arrangements must stand, it would be pragmatic to work on the assumption that forces under these arrangements will only be available in a certain time frame; namely about three to six months or so. And that too, subject to political acceptance by member states. To expect forces any earlier is unrealistic under current conditions. The United Nations needs to have some mechanism that allows something to be done in the interim.

In context of ready availability of forces for United Nations peace operations it would appear that the only real answer for meeting crisis situations that call for speedy

deployment of military forces, civilian police, and some civil affairs and humanitarian aid personnel for the maintenance of international peace and security, is to raise and maintain a Standing United Nations Rapid Deployment Force. I had therefore suggested to the Panel that we strongly recommend the creation of such a force in our Report. Whereas all members of the Panel, as also the UN Secretary General and members of the Secretariat, endorsed the concept as such, most of them appeared to feel that it was unlikely to receive general support on grounds of costs of establishing and supporting such a force, as also on grounds of political acceptance of the idea. I found these postulations quite unconvincing but had to bow to what was projected as the greater wisdom. In my view, reluctance to endorse such a concept particularly by the more powerful countries of the developed world is primarily because they would not like to see their own influence and ability to manipulate events at the international level diluted by the provision of such ready capability to the United Nations. To that extent, I am of the opinion that much of the talk about strengthening the UN and making it more effective is pure rhetoric and symbolism. The point I am making is probably underscored by the fact that the developed world has displayed increasing reluctance over the last few years to provide military personnel for UN peace operations particularly in difficult missions in Africa. Governments of developed countries of the Western world seem to prefer making available their well-equipped and trained forces to NATO or EU sponsored interventions even in missions outside their area of operations, to the exclusion of the UN, that they then pronounce as incompetent to run such missions.

Notwithstanding what has been stated, I do feel that sooner rather than later we will need to look more closely at the concept of a Standing Rapid Deployment UN Force.

In that hope, I suggest the following parameters for consideration and discussion in regard to the composition of such a force:-

- The minimum appropriate composition in military terms would seem to be about a brigade group with a headquarters.
- In addition to military personnel it should have a civilian police component, some civil affairs personnel and personnel with experience in humanitarian aid activities.
- It would comprise volunteers from the militaries and police of members countries deputed for a fixed tenure of not more than two or three years. Personnel would serve in their individual capacities. Hence member states have no liability or answerability in regard to their employment or the conditions of service. The political connotations regarding possible casualties to personnel in the conduct of operations would therefore not have the same connotations as for such casualties occurring within national contingents.

To preclude the possibility of the force suffering from the infirmities of lack of initiative and accountability perceived within the UN system, as it exists today, it is imperative that no individual in such a force be allowed to serve more than a maximum

tenure of three years. They must revert to national duties after the deputation without exception.

Existing variations in training standards, communication problems, command and control aspects and effective coordinated action, can be addressed by ensuring the following: -

- The force would be organised, equipped and trained as a single entity under the aegis of the UN and be so located as to be available for immediate deployment in full or in part, when authorised to do so by the Security Council. Reservations about costs, and possible biased utilisation at the behest of the more powerful members of the Security Council, are aspects that need to be resolved in context of the restructuring of the Security Council.
- Transportation into the proposed mission area should desirably be provided by those countries in the developed world that have the capability. For which purpose the desired capability should be earmarked and kept in stand-by readiness.
- When the members of the force are not deployed in operations they should be deputed to assist in the training of personnel and contingents of member states and provision of advice.

The deployment and employment of such a UN Rapid Deployment Force must be premised on the following conceptual parameters: -

- Ability to deploy into a mission area within 15 days of a Security Council decision. Which means the commander of the force and some of his staff must be associated with the negotiation and decision making processes. In many ways, practical military advice to the Security Council should be forthcoming from these quarters in addition to inputs from the Department of Peacekeeping Operations.
- Should transportation resources not be forthcoming from those member states that have the capacity, the UN Secretariat may well be asked to charter resources from private sources on payment.
- This UN Rapid Deployment Force or part thereof must be replaced by a regularly constituted peacekeeping force put together from the 'stand-by' capability set apart by member states. In no case should this replacement take more than six months. The elements of the force then revert to earlier "rapid deployment" status.
- A few key members of the force, military, civil affairs and humanitarian aid personnel, may well be temporarily left behind for some period of time to assist the regular peacekeeping force components in settling down to the mission tasks.



Notwithstanding all that has been suggested in preceding paragraphs, it may be appropriate to make abundantly clear that the United Nations Rapid Reaction Force as proposed is *not* to be used in Chapter VII enforcement actions. It is *not* intended to be a war-fighting apparatus nor is it a private army of the UN Secretary General. Equally, it may be important to make clear that the formation of such a force in no way detracts from the institution of such capability at the regional and sub-regional level; as visualised by the African Union for example. In fact, with some coordination and understanding there could be scope for complementing each other's efforts.

### **UN Reforms in an Imperfect World by Anja Kaspersen**

In the changing context of world affairs - the principle of sovereignty is now challenged and there is a pronounced shift from state to human security. It is as if the Westphalian order is coming to an end. The idea of sovereignty today has to do with 'Responsibility to Protect.' The world is facing new threats especially in the wake of globalisation. There is therefore a need for novel responses and renewed will. The international community must build on a process of UN reform. There is also an urgent need to focus on concrete proposals that reflect the interconnectedness of development, security and human rights. The world community needs to address these issues by resorting to the guidelines provided by Millennium Summit Report of the Secretary General in 2003. The Report stressed on values like freedom, responsibility, equality, solidarity, tolerance, respect of nature and shared responsibility. In order to translate these values into reality, the General Assembly identified eight key objectives. These include: (a) Values and principles (b) Peace, security and disarmament (c) Development and poverty eradication (d) Protecting our common environment (e) Human rights, democracy and good governance (f) Protecting the vulnerable (g) Meeting the special needs of Africa (h) Strengthening the United Nations.

The current debate about UN is taking place against this backdrop. The global solidarity against terrorism is now being replaced by acrimonious arguments over the war in Iraq. Fundamental questions are now being raised on crucial issues. They are: (a) How can we best protect ourselves against terrorism and weapons of mass destruction? (b) When is the use of force permissible and who should decide? (c) Is 'preventive' war sometimes justified or is it simply aggression under another name? and (d) What role should the UN play?

The Secretary General's view on comprehensive security gave equal attention to three great purposes of the organisation: development, security, and human rights. On the use of force and 'responsibility to protect', five guidelines, that are now followed, are as follows: (a) Seriousness of threat (b) Proper purpose (c) Last resort (d) Proportional means and (e) Balance of consequences.

'Responsibility to protect' as a principle is now gaining salience. There is a clear and unambiguous acceptance by all governments to protect populations from genocide, war crimes, ethnic cleansing and crimes against humanity. There is also a willingness to take timely and decisive collective action for this purpose, through the Security Council,

when peaceful means prove inadequate and national authorities are manifestly failing to do it.

Suggestions on management reform and UN Charter revisions include strengthening of the UN's oversight capacity, reviewing all UN mandates older than five years, overhauling rules and policies on budget, finance and human resources and updating the UN Charter.

Freedom from fear, freedom from want, and freedom to live in dignity are key areas of concern. The recommendations of the Summit Report merit attention. They emphasise the following: the UN must be strengthened by reforming the secretariat, strengthening regional cooperation, and creating a Human Rights Council, need to be implemented. In effect, the Millennium Summit emphasised the need to achieve the Millennium Goals by 2015 A.D. The summit has also decided to establish a Peace Building Commission and urged the need to place the criterion of the use of force within the context of responsibility to protect, condemn all forms of terrorism, and bring about crucial UN Charter reforms.

### **Stabilisation and Reconstruction by Anthony Anderson**

HE High Commissioner Kamallesh Sharma has just presented his experiences as the SRSG of the UN operation in Timor Leste, which provided full description of the nature of a complex UN stabilisation and reconstruction operation. I would now speak on the Canadian experience and the '3-D Approach': -

- The Canadian Government has long experience in formulating a multi-disciplinary response to complex crises in failed or fragile state.
- Analysis of the Canada's recent experiences as well experience of other nations indicate that improvements in Canadian responses could be in the following areas: -
  - Enhanced mechanisms for coordination and decision making across government and with civilian organisations, international and regional organisations and other stakeholders, and particularly for the Ministries for Defence (MOD), Foreign Affairs (MFA) and the Canadian International Development Agency (CIDA) and
  - Assured multi-year funding, which could be used for both ODA and non-ODA activities across the conflict spectrum.
- The government responded in its 2005 budget and an International Policy Statement, which resulted in a new Canadian '3-D Approach' for Defence, Diplomacy and Development to address the problems of failed and fragile states. This includes: -

- An integrated approach to government decision making (perpetuating the practice of key Ministers and their officials presenting a single decision document for government decision).
  - The establishment within the MFA of a Stabilisation and Reconstruction Task Force (START) which is responsible for the coordination of government-wide policy and response to international crisis in the areas of early-warning, conflict-prevention, peace building, peace operations, post-conflict reconstruction, human security and emergency humanitarian crisis response.
  - The accompanying establishment of a Global Peace and Security Fund (GPSF), to provide \$500 million over five years, to fund those activities in cooperation with programs and funding sources within the Canadian MOD and CIDA. The GPSF include funds to meet Canada's contribution to the G8 Sea Island Global Peace Operations Initiative for capacity building, primarily in Africa but also in other regions. The GPSF is not responsible for UN assessed contributions which are funded separately and
  - The establishment of a 'Crisis Pool' of funds, which can be allocated by ministers to meet severe emergencies on a contingency basis.
- MFA has established the START and is in the process of programming activities for the Canadian response in Haiti, the Middle East Peace Process, Sudan/Darfur, and Afghanistan.
  - For Sudan/Darfur, the Canadian 3-D Approach includes military vehicle, logistics and technical support for the AU mission in Darfur and Canadian political engagement with the AU and support to the peace efforts through the appointment of three Canadian Special Representatives, as well as humanitarian assistance.
  - In Afghanistan, the 3-D approach includes the recent opening of the Canadian Embassy in Kabul, significant contributions of troops to ISAF and the US-led Operation Enduring Freedom, continued humanitarian assistance, and other bilateral support and assistance through the UN and its agencies.
  - The 3-D approach in Afghanistan is also reflected in the establishment of a Canadian Provincial Reconstruction Team in Kandahar which, in addition to the military component, includes a political section headed by a Political Director, a Development Officer and two civilian police officers all of whom will engage with local officials on political and security sector reform activities and programming.

I would finish by recommending a paper written by me which was recently published in the German journal S & F (Security and Peace) entitled *The role of Peacekeeping Forces in Post-Conflict Reconstruction*, thesis of which is that

peacekeeping forces can make an enhanced contribution to stabilisation and reconstruction by defining, within, their security mandate and the course of their normal activities, their 'Centre-of-Gravity' and 'Lines of Operations' to effect an attitudinal change within the fragile population towards their new or transforming security institutions.

### **Panel discussion**

At the end of the first session, a panel discussion moderated by **David Lightburn**, was held. The panel discussion, for most part, discussed the importance of an integrated approach in the training of UN peacekeepers.

The observations made were as follows:-

- There is a need for coordination and cooperation among the different agencies of peacekeeping.
- Reforms in the UN Security Council are necessary for bringing about further changes in peacekeeping.
- Clear-cut post-conflict strategy in a peacekeeping situation is of paramount importance.
- The peacekeepers must also be aware of the different agendas that the different agencies follow in the mission area.
- Regarding the Secretary General's millennium goals, it was felt that the goals were too lofty to be achieved in the real world.
- The strengths and vulnerabilities of the newly set up Peace Building Commission were also discussed at length. The pertinent questions that merit analysis are: -
  - What is the role of the Peace Building Commission?
  - What is its scope in the area of operation?
- Participants wanted to know whether exit strategy should be a part of the enforcement provisions under Chapter VII.
- The expansion of the UN Security Council with few more representations from Africa was also underlined.

## SESSION TWO

### **Report on Integrated Missions: Practical Perspective and Recommendations by Anja Kaspersen**

The UN is more proactive than ever before. It is increasingly taking a stance on on-going conflicts and on the direction of change. The UN is involved at all levels of the 'crisis management' spectrum. The issue of diversity of actors and the importance of interoperability in the mission area are matters of concern. There is a rising demand for UN peacekeeping missions. The changed scenario of intervention entails the following scenarios: (a) Weak, 'in distress' or failed states (b) Heavily politicised environment (c) Deteriorating security situation (d) Culture of impunity (e) Dire humanitarian conditions and (f) Deliberate targeting of civilians.

The peacekeeping missions have become multi-dimensional with broader mandates, civil-military coordination, security-development nexus, and protection of civilians and the rule of law. The *Brahimi Report* (2000) did not refer to integration as such, but stressed the importance of integrated planning. *'In Larger Freedom'* (2005) however stressed that 'system-wide integrated remains a key objective' at every stage of United Nations activity. It further adds that at 'every stage of United Nations activities, the senior United Nations official present in any given country should have the authority and resources necessary to manage an integrated United Nations mission'. The operational challenges involve partnerships in integration mission and are characterised by high level of ambitions. Traditionally, the objective has been to maintain status quo. However, today, there is a support for change as envisaged in the *'Brahimi Report'*.

The key dilemmas pertain to the following issues: -

- The 'humanitarian space' dilemma, which is about reconciling partiality with impartiality.
- The 'human rights' dilemma. This is about the problem of 'inside assistance' vs. 'outside critic'.
- The 'local ownership' dilemma. Here the question is: how to ensure ownership while pushing for positive change?

Following are the main messages at the strategic level: -

- The UN is excessively fragmented.
- Donor and member state coherence is desirable.
- Coherent link between mandates and resources is essential.
- Clear lines of authority including mandates are necessary to further system-wide integration.

- Integration in the field needs to be reflected at headquarters.
- The strategic challenge is to define the mission – specific centre of gravity.
- The mission planning includes UN field presence from the outset.
- Strategic policy and operational plans must be subjected to periodic and systematic real time reviews and updates.

Following are the main messages at the operational level:-

- Form should follow function.
- Profiling of mission management should be determined by desired function.
- Asymmetric modes of integration.
- Avoid supply-driven planning process.
- Focus on impact, perceptions and expectations.
- Articulate and communicate functions (demystification).
- Need to enhance interoperability, in and between missions (i.e. training).

### **Integrated Training Service, DPKO by Lt Gen RK Mehta**

You will shortly hear from my colleagues, details of the work that has been going on over the last year, the progress made and the work that the new Integrated Training Service will be conducting in the future. You may rest assured that the service will only become better and will branch into the new areas of training particularly in those subjects associated with building sustainable peace.

I am delighted to be able to report not on the advertised Training and Advisory Group but on the new Integrated Training Service which the USG has set up in reply to the requests from the Member States in the Special Committee on peacekeeping to establish a single multi-dimensional training unit. This new unit is the herald of further changes in the Department of Peacekeeping Operations, which are presently being considered.

The new Integrated Training Service will be effective from 1 November 2005 and is envisaged to provide:-

- Strengthened capacity to identify and set departmental training priorities and ensure that requirements are appropriately addressed;



- Promotion of greater linkages between the different components, while at the same time ensuring that the specific training needs of all (civilians, military and police) are met;
- Streamlined identification of and provision for the growing areas of cross-cutting training (e.g. leadership and management in mission environment, conduct and discipline, gender equality, HIV/AIDS), Security Sector Reform;
- Enhanced synergies through the sharing of resources and facilities.

The Integrated Training Service will continue to provide all the support to the member states and other clients, which the individual services supported in the past. The new Service will from 1 November be responsible to the USG through the Director of Change Management until the broader DPKO organisational changes are put into effect.

With the leverage provided by the combined personnel and budgets and coverage of all three communities it is believed that progress will be achieved faster in many areas. These areas include e-learning and distance learning where the service will be extended not only into Missions but also to Member States particularly in Africa. In the developing world many personnel until now were unable to avail themselves of the opportunities of distance learning provided by such institutions as the United Nations Institute for Training and Research Program of Correspondence Instruction (UNITAR POCI) in Peacekeeping Operations - it is intended that with support from Member States and DPKO such opportunities will progressively be made available to them.

The Integrated Training Service will continue to operate according to ISO 10015 which many of you are familiar with. In militaries this is called the Training Cycle made up of Defining Training Needs, Designing and Developing Training, the Conduct of Training and Evaluating Training Outcomes. Each of the functions will be performed by multi-disciplinary teams.

The Integrated Training Service will commence operating on the 1 November 2005 and the interim head will be CAPT (N) Carolyn Brand, the current Chief of the Training and Evaluation Service. I am very fortunate to have with me here the two new Section Chiefs of the Service, Ms. Dawn Denvir who will lead the Development Section and Col Valentin Segura who will lead the Delivery Section of the new Service. They will be speaking to you later.

This organogram describes the concept for the new service. As you can see from the diagram the Head of ITS will in the medium term become answerable to an ASG. I also point out the text box, which identifies the many authorities and agencies with whom the new Service must liaise and interact. I think each of you can identify your area of the Community of Practice listed in this box - and if it is missing please advise us afterwards as we will make good the deficiency immediately.

As you can see we now have sixteen Integrated Mission Training Centres (IMTC) in the missions which make it all the more appropriate to match this integration in

headquarters. Indeed as we are in conference here, a conference of IMTC staff is underway in MINURSO, planned and conducted by an integrated team from TES and CTDS.

### **Panel discussion**

These presentations were followed by a panel discussion moderated by **Andreas Vogt**. It was discussed that it would be difficult to define ‘integration’ of all resources; integration was not such a problem and the picture was not very dismal. The training of army, police and civilians had to be integrated at a certain operational level if not all levels of peacekeeping. In fact, too much of integration between military, police, and civilians could cripple the operational work force. The entire idea of training had to be demystified and more geared towards the special needs of a particular area of operation.

## **UN TRAINING PRESENTATIONS**

### **The Training and Evaluation Service by Col Valentin Segura**

The aim of my presentation is to acquaint the participants with the UNPKO Training system, current training status and the Training Evaluation Service (TES) projects. TES optimises peace operations training and evaluation for member states and missions, and in partnership with the UN system, through the following modalities: (a) Recognition of standardised training (b) Mission training for rapid deployment, pre deployment and in-mission (c) Knowledge fusion on training for peace operations.

The involvement of TES in training is strategic. Knowledge is fused from member states, regional and peacekeeping training organisations, UN committees and the community of practice. Information and documents are shared by providing access to databases, website and publications.

Following are the different kinds of Standardised Training Modules (STM):-

- **Generic – SGTM 1:** 16 modules, used in over 28 courses, seminar, pre-deployment and training events for over 2,800 personnel from TCC and 14,000 from 16 peacekeeping missions.
- **Specialist – STM 2:** 12 modules already developed in consultation with 43 member states and regional organisations.
- **Mission Senior Leadership - STM 3:** 28 modules already developed with 31 member states, 8 missions and 5 UN agencies.

**SGTM 1 (Standardised Generic Training Module 1):** The aim is to provide standardised training guidelines on UN generic issues for TCC and PCC in the preparation and training of their personnel for assignment to UN peacekeeping operations.



**STM 2 (Standardised Training Module 2):** The aim is to support the enhancement of TCCs and PCCs capabilities for participation in UNPKOs through the development and provision of standardised training material for specific categories of personnel.

**STM 3 (Standardised Training Module 3):** The aim is to prepare participants for senior management in complex peace support operations in order to improve UN peace support mission management. The inaugural STM 3 course was conducted at Naval War College, Abuja during 12-21 April 2005. It was funded by the government of UK, and hosted by Federal Republic of Nigeria.

### **Best Practices Unit by Paul Keating**

The traditional notion of UN peacekeeping has changed drastically due to the changes in the operational environment and the rise and role of the non-state actors, especially the civil society and the NGOs, and also the regional and sub-regional actors - all of which can be termed as the 'New Peacekeeping Partners.' The size, tempo and complexity of modern UN peacekeeping is borne out by the fact that there are currently ten UN peace operations with twenty-nine supporting missions and offices. It is noteworthy to mention that whereas there is a rapid evolution in scope and scale of practice, there is still a long way to go in concepts development and administrative procedures to match the changes.

There is also a need for DPKO to learn from other international institutions. UN reform must also be driven by the twin objectives of professionalism and fiscal prudence. Some of the most important practical problems are diverging practices between missions, weak integration of peacekeeping components, high transaction costs for even common activity and weak framework to ensure good staff performance. Field personnel also face difficulties. To overcome problems faced by field personnel, it is proposed to try a couple of forms to be filled by the PKOs' personnel and staff which could be used as knowledge and experience sharing exercises, such as a hand over form, an end of assignment form, and a practice survey form. UN peacekeeping operations do not have a doctrinal framework, essentially because they are *ad hoc* enterprises and such missions are *sui generis* in nature. Emphasis must be given for greater integration and coordination between the UN DPKO and the field missions. Moreover, partnership between the UN system and research and training institutes was imperative for the efficient working of the UN PKOs. Recommendations include enhancing the effective working of the UN PKOs such as to garner support from operational partners, determining priority work in DPKO and ensuring feedback from the concerned personnel.

### **Civil Police Division by Ajay Bhatnagar**

The function of United Nations Police is to build institutional police capacity in post-conflict environments. UN Police officers are engaged in the following activities: advisory, mentoring, law enforcement, selection, recruitment, training, establishment of a credible local police service, human rights, humanitarian tasks, elections and Internally Displaced Persons (IDPs) and returnees.

However, there are challenges for the UN police division. They have to do with quality (Q1) over quantity (Q2), formed police units and language requirements. Raising the necessary political will to contribute to missions and enhancing African peacekeeping capacity also prove to be challenging tasks. The role of FPU is crucial in the following areas:-

- Civil order maintenance tasks that include public order maintenance, crowd control and protection functions (UN staff, property).
- Filling in ‘capacity gap’ that involves confidence building patrols and tactical support.
- Capacity enhancement that comprises cloning and mentoring.

There is also a need for developing skills so as to deal with special needs in mission areas.

### **Civilian Training and Development Section by Dawn Denvir**

You’ve heard a lot about changes in training within DPKO. My comments are specifically about the civilian staff. I do want to say here that I fully support the new integrated training service. I was an early and strong proponent of this and believe it is the right thing to do. You should know there is a lot of change within DPKO at large – including our personnel support services – which is restructuring to create a more holistic system to human resource management.

Just as a background – many of you may already know, but for those who do not – the civilian training and development section is relatively new. It was established in 2003 following recommendations identified in the now quite familiar *Brahimi Report*.

This report acknowledged the reality that existed in UN peace operations. Our mandate – to provide training and development support to the 17,000 + existing staff in 31 missions in the field. Like best practices, we are charged with supporting all missions – not just the 18 peacekeeping ones. While military training is a national responsibility, the training of civilians rests with us.

It had long been the belief of member states that when civilians were hired, they came with all the necessary knowledge, skills and abilities to do the job. And – given the transitory nature of peacekeeping – when that job was done, they believed those staff simply ‘went away.’ We now know that this is not true. At the very least, even if an individual has all the technical skills required, they still do not know the ‘un way’ and they may never have worked in a mission environment. And many did not have all the required skills – more on that in a moment.

In addition many of our staff stayed on – moving from mission to mission – cobbling together careers – spending ten and sometimes twenty years in peacekeeping.

They don't go away, and often we don't want them to. They have acquired additional experience and expertise that makes them a valuable resource. And very frankly, we cannot afford to lose.

Member states were also under the mistaken belief that candidates willing to serve in peace operations existed in abundance. The phrase often quoted was, 'you can hardly walk down first avenue without tripping over a political affairs officer who would give anything for a chance with the UN.' There are two problems with this notion:

First, unlike the early days of peacekeeping, the most highly skilled candidates have choices. Because of sometimes vast differences in conditions of service and other benefits, DPKO finds itself competing not only with IOs and NGOs, but also with the other UN agencies, funds and programmes – this is particularly so because, as was noted yesterday, DPKO has moved beyond traditional peacekeeping into areas that were often the sole ownership of other entities.

And this brings me to the second point. Today's staffing requirements are far more sophisticated and broad. Not only do we need those political affairs officers wandering first avenue, but also we need individuals to serve in substantive areas such as safety & security, DDR, rule of law, and elections where we have far less experience – and where there are fewer highly qualified candidates.

So we need to work harder not only to attract, but also to retain the best and brightest. That is where civilian training and development comes in.

Prior to this newly announced restructuring, my team and I were working to create a way forward for our myriad civilian needs. We spent our first year completing a thorough needs analysis meeting with literally hundreds of people including staff in missions, in headquarters, in other departments within the secretariat, with our agencies, funds, and programmes, with other external public sector organisations and even a number of private sector organisations. From that work, we created a comprehensive strategy. Sadly, these changes will mean that the career development unit will be separated from civilian training, but we will still retain close ties.

My sincere hope is that these pressing priorities will still be addressed in our newly created integrated training unit.

Let me outline those priorities for you now:

In career development, we plan to build on the good work of the best practices guidance project to complete a career planning project. This entails identifying and fleshing out the competencies, knowledge, skills and abilities required to be successful at every level of every job in each occupational group. This, then, will allow us to build learning paths – learning and development opportunities for each job [training being just one option]. In this way, staff can see what they need to be able to do or know to move

to positions of higher responsibility. And also they will be able to see what skills might be transferable to other jobs should they wish to move to another functional area.

Out of this work, we are looking to build a core cadre of peacekeeping professionals – our best and brightest who work in areas of increasing need across all missions – and whose careers we will more directly manage.

In training, we do offer basic support of technical skills (such as aviation fuel safety or IT), but through closer management and budget review we plan to better balance these efforts. In the past we could say that certain groups, such as it, have done a great job of providing both career and training opportunities for their staff while others offered nothing at all. We plan to share the wealth more evenly amongst the various mission support areas.

Then, we will add training in two key areas:-

- Core induction – to better prepare our staff for service in the field (both senior level slip and all staff – along with mission readiness)
- Management skills and team building skills at junior- (future leaders), mid- and senior-level. One thing we heard loud and clear from all staff – and from other organisations as well – is the need to better prepare our staff to take on management and leadership responsibilities. This is an area that the military does quite well and weaves through any individual’s career – but the civilians are not so fortunate. We have to fill that gap. Also, through our career development unit, we will provide management assessment centres to identify individual strengths and areas of development.

In addition, we plan to focus efforts on building capacity with national staff. We believe in the concept of light footprint that asks that we not come in, do a job, and then walk away – but that we transfer those skills and abilities to the people within the communities we serve so that they can continue the good work of nation-building long after we are gone.

And, we hope to continue to expand our relationships with regional entities to co-create courses that will benefit both. These kinds of efforts help not only build skills – increasing our pool of qualified candidates – but also foster strong relationships and knowledge sharing.

Finally, in technology support, we are in the process of purchasing a learning management system and e-learning content. This will help us better track and report an individual’s training activities over time (from mission to mission), provide an evaluation mechanism, and also make more and better basic training available to a much larger number of staff. For example, we currently have five e-learning courses available to the field. Once purchased, we will have a library of one thousand courses. And, more importantly, since we are buying into a common system along with a number of our UN sister agencies (UNDP, UNICEF, and others) we will start to build an enterprise wide

solution that will build consistency in the field across the various players and will open our access to all their customized programmes as well.

We believe these activities and endeavours will build a stronger, more responsive staff. A staff of professional peacekeepers is able to assist the mission in successful fulfilment of the mandate. And that is, after all, what we are all there to do.

### **Panel discussion**

The panel discussion at the end of these presentations was moderated by **Harvey Langholtz**, which witnessed a barrage of questions. It started off with a question to Paul Keating about certain research gaps in the Best Practices Unit. Keating was also asked about the doctrinal framework for peacekeepers. For instance, a question was asked as to whether there existed a partnership management between academics and practitioners. The other query was about whether the peacekeeping department had any theoretical framework to inform peacekeeping activities on the ground. Denvir was asked as to what she thought about the concept of 'Civilian contributor country.' Colonel Segura was questioned about the link between development and security in the initiative about peacekeeping. He was also asked to elaborate on the differences between STM-3 and STM-4. Bhatnagar was asked to comment on training of peacekeepers and the build up of police peacekeepers.

### **SESSION THREE**

#### **REGIONAL PERSPECTIVES**

##### **Asian Perspective by HE Ryoichi Horie**

It is an honour and privilege for me to be invited to address such an august gathering this afternoon.

I arrived in India about seven months ago, and it was just last week that I met General Nambiar who asked me to make a presentation on the topic of capacity building for UN PKO, from the Asian point of view. I am neither handling PKO at present, nor am I an expert, or have vast knowledge about PKO capacity building in Japan and other Asian countries, however, I would like to touch upon Japan's situation by using my existing knowledge, and talk about my observations and opinions on this subject.

Though UNPKO started its operations with UNTSO in the year 1948, Japan had not participated in it until the end of the Cold War. Japan's participation in PKO was made possible by the enactment of International Peace Cooperation Law in the year 1992, and since then, Japan has been participating in various PKO missions all over the world.

I was Director for peacekeeping operations, during 1998-2000, at the Prime Minister's Office of Japan, and when I assumed that post, Japan's participation in UNTAC for Cambodia from 1992 to 1993 had already been completed, and several cases of Japan's participation in election monitoring mission had also been successfully accomplished.

On the Golan Height, Japan's participation in UNDOF was and is continuing since 1998, and after my assuming that post, Japan dispatched several civilian policemen to UNAMET, which was monitoring the UN sponsored voting process to ascertain from the citizens of East Timor whether they wished for independence from Indonesia or not, in 1999. I myself had been stationed in East Timor for three months. And after the voting process was completed, the East Timor citizens opted for independence. Japan had sent several hundreds of military personnel to the UN activities in East Timor, UNTAET and UNMISSET. Japan also participated in the field of international humanitarian activities and has taken part in various peace cooperation activities, by sending its military personnel, to Africa and Middle East as well as by sending election monitoring personnel to Bosnia and Herzegovina, and Kosovo.

In the year 2000, I was posted to the Japanese Embassy in Canada, and was working as Political Minister until 2002. During those two years, I had opportunities to work and talk with many Canadian officers in charge of PKO, such as General Ross who was the Chief Commander of UNDOF and came back to Canada to assume the post of Director General of International Relations, Ministry of Defence, as well as officers of the Pearson Peacekeeping Centre.

## **PKO Training and Education:**

### The Present Situation:

As far as PKOs training and education is concerned, each country has its own method of doing it. Take for example Canada's case. It is a leading contributor to the PKO since it advocated the creation of PKO. Canada's number of casualties suffered in the PKO activities is the second largest, after India. Canada has training and education programmes and facilities, not only at military and police establishments, but also at independent institutions such as Pearson Centre, which is within and arm's length from the Government. These programmes and facilities make Canada one of the most advanced countries in PKO training and education.

In comparison to Canada, there is no independent and comprehensive PKO Centre in Japan. PKO Secretariat of the Japanese Prime Minister's Office, which I was working for, is responsible for training and education, as well as planning, coordination and implementation of Japan's activities for PKO. There is a strong support for the establishment of a PKO training centre, both from the ruling as well as opposition political parties. However, because of budgetary constraints, such a training centre is yet to be set up in the future. In such circumstances, it is most important and crucial to maintain close cooperation and collaboration among the Government agencies such as PM's Office, Foreign Ministry, Defence Agency, Police Agency, Coast Guards, NGOs, private institutions and universities.

In the case of dispatching of military personnel or regiments, the training and education are being undertaken by the defence forces themselves. In addition to such training and education, appropriate training and education is being undertaken additionally by the relevant organisations, such as the PM's Office, Ministry of Foreign Affairs and Universities, etc. The same thing can be said for the dispatching of civilians. When the Japanese Government sends civilians to election monitoring missions or for administrative missions of the integrated type of PKO, the PM's office PKO Secretariat takes primary responsibility for their training and education in coordination with the relevant Ministries and agencies, as well as with those personnel who have had previous experience in similar PKO missions. The PKO Secretariat is maintaining an updated list of candidates of PKO missions and keeping close contact with such individuals. With such updated list of candidates, the Japanese Government tries to keep itself prepared as and when there is a request from the UN headquarters.

### Regional cooperation:

The countries in the Asia Pacific Region with sixteen percent of the total troop contributing countries (17 out of 107) provide forty two percent of the troops for the current PKO missions (31,655 out of 68513). Japan has been a major finance donor country to the UN. India, Pakistan and Bangladesh have been the top three troop contributing countries for the current 16 UN Missions. It is important to note that out of the top five Troop Contributing Countries, three are from this region.

As you are all aware, a UN University is functional at Tokyo in Japan spreading

peace related education. In addition most of the national universities have included peace studies in their curriculum. As regards the Peacekeeping Training Centres, India, Bangladesh, Malaysia and Australia have well established training centres. Countries like China, Pakistan, Singapore, Nepal, and Indonesia are organising formal Peacekeeping Training within the existing training facilities very successfully.

Though adequate expertise in terms of leadership, trainers and resources are available in the region, co-operation and co-ordination amongst peacekeeping fraternity, training centres and support organisations are to be further strengthened. There is a requirement of synergy and fusion to look at both conflict management within the region and peace support / contributions provided outside the region to make it effective and meaningful. More Interactions by way of seminars, intellectual exchanges, doctrinal developments, conceptual research by the peace activities in the region will facilitate the UN to perform better in maintaining global peace.

#### Important Elements in Training and Education:

The required capabilities are different in each category in the PKO missions. Japan has been dispatching military personnel and units to UNDOF, and as a routine, replacing them after every six months, or one year of completion. Among those military personnel or units, some are to the Headquarters staff, and others are to such diverse fields as transportation, logistics and medical doctors. For various missions, different kind of training and education is required. However, there are some cases where common capabilities and knowledge are required, such as the following:

**Language:** English is the most important language in UN activities. In Canada, they speak both English and French. Similarly, I suppose English is not a problem in India because it is one of the official languages in India. In Japan, English is being taught at the middle and senior high schools and in universities as the first foreign language. But it costs, consumes time and energy to educate and train these people to be efficient in using English in the PKO activities. In addition to the training and education in Japan, many military personnel utilize the opportunities to study at the foreign countries by attending seminars and different courses at Defence Academies, etc., which improves their linguistic capabilities. In addition to English, it is also important to understand the local languages of the PKO missions.

When I went to East Timor in 1999, with the Japanese civilian policemen, the head of the Japanese police personnel had been posted at the Japanese Embassy in Jakarta for three years, and he was fluent in not only English but also one of the local languages, i.e., Bahasa Indonesia. Civilian police personnel's duty is to be undertaken without military weapons, and basically their most important weapon is their ability to communicate with the people concerned. And for such purpose, the local language is a crucial element.

**Understanding of culture:** The purpose of PKO is to keep and strengthen peace by putting UN presence to the place of conflict. It is not allowed to take sides, but they should be neutral and well aware of the region politically, religion wise and culturally.



UNDOF staff on the Golan Heights needs to understand the histories, religions and cultures, not only of Israel but also of Syria. India has the second largest population in the world, and here, though most of the people in the Indian society come from different cultures, but they are very understanding and respect each other's culture. In Japan, there are not as many cultures as India has, but we regard understanding of different cultures as a very important factor for PKO operations. Therefore, in the process of training and education PKO personnel to be dispatched from Japan, cultural element is one of the most focused points. This is also important for the purpose of smooth communication among the PKO personnel from different countries. Both Japanese and Indian people like curries very much, but the meaning of curry is totally different in taste between Japan and India.

**The understanding of other duties:** We regard teamwork as a crucial component in any activity, especially in the case of integrated type of PKO, comprising various functions and duties. It is crucial for different sections of the missions to work together, and to know the duties and objectives they carry out. For such purpose, all the personnel should understand not only their own duties, but also of the other sections. The civilian policemen who are dispatched to the election monitoring missions should have full understanding of what's going on in the process of election monitoring and administration. In the process of training and education in Japan, these points are also taken care of.

Other than these three points mentioned above, I understand that one of the most important elements to be taken care of in training and education for the PKO staff is the ability to negotiate with bureaucrats in New York UN headquarters, and it is something that is to be learned on the job.

**To Promote International Cooperation:** In order to improve the international cooperation and collaboration in PKO Training and Education, Japan has been cooperating with UN, relevant international organisations, and governments, institutions and training centres of foreign countries by jointly organizing seminars, meetings, as well as getting teachers and trainers from those entities. As I understand all the participants today in this seminar are well aware of such cooperation, I will not talk about it in greater detail but I would like to talk about my personal views.

I would like to stress again that whatever I will talk about now is purely a very personal opinion of mine, and not that of my Government.

Firstly, on the issue of civilian police. After the Cold War was over, the role played by the civilian police has been becoming larger and larger, and this tendency will continue in the future. On the other hand, most of the countries including Japan do not have ample resources to spare their police forces for the purpose of International Peace Cooperation, because the police is more involved in maintaining peace and order locally, as well as in taking care of terrorism and disasters. In order to tackle international peace keeping problems and other different situations, I think it is worthwhile to consider the possibility of recruiting retired police personnel who have a desire and capability to work for International Peace Cooperation. In other words, to establish a UN Police

Volunteers' Force. Of course, I can really imagine the obvious problem of negative response from the Governments, but I suppose such an idea should be worthwhile to think about. And also, it might be worthwhile to think about an international or regional system to undertake training and education for these Police Volunteers. It should be easier for the retired Police Personnel to attend such Training and Education Programmers, rather than those who are still in active service.

Secondly, the issue of recruitment of young peacekeepers. There are many young men and women who are interested to work for the International Peace Cooperation in Japan and many other countries. Japan has a scheme called JP, i.e., Junior Professional Officer, through which young Japanese personnel can work at the UN Agencies. My idea is to further develop such type of internship scheme to that of an international nature. For example, as some sort of a system where Asian countries including Japan can send their students for studies to Indian Universities, where they can learn English language and study international relations for one year or so, and after that, do activities at International Peace Cooperation Missions for several months. And such study and activities should have proper recognition from the University concerned, as well as from other International Agencies. Though I do not have any specific idea in my mind but I feel it could be worthwhile to think about such a mechanism for young men and women in any country.

Finally, I would like to touch upon prevention of conflicts. It has been mentioned in many reports and resolutions about the importance of conflict prevention or preventive diplomacy, which is more economical and efficient rather than Peace Keeping Missions. In the process of humanitarian assistance and development assistance by International Organisations, Governments and NGOs, the need for conflict prevention should be put in the mainstream, and implications of conflicts should be well explained. Not only the development side people but also those responsible for PKO policies should be involved in the development of some kind of curriculum teaching about development and humanitarian assistance. International cooperation and collaboration among Governments and International Organisations is very important to achieve this aim. With these words, I would like to conclude my presentation and convey my best wishes to all of you present here for the success of this annual meeting of the International Association of Peacekeeping Training Centres so well organized by United Service Institution of India

### **A European Perspective on Education and Training for Peace Operations by Ambassador Michael Sahlin**

May I begin by thanking our generous host and my dear friend, General Satish Nambiar, and his colleagues, for the excellent arrangements for this conference and for the splendid reception last evening.

Before I begin. For all of us in this room - there is much to celebrate! Not only is it ten years since the IAPTIC was founded. It is five years since the USI Centre for United Nations Peacekeeping was launched. On the occasion of the Challenges New Delhi Seminar in September 2000, the Centre was inaugurated, full of promises of a successful future. Today, we know potentials have turned into concrete and effective results, and it

is with great delight that I congratulate General Nambiar and his staff, on this feat. As a Member of the International Advisory Council of the Folke Bernadotte Academy, General Nambiar has contributed greatly to our work. He has also been an invaluable Contributor, Adviser and Partner of the Challenges Project, since its inception in 1997. My colleague, Jonas Alberoth will give you an update on the Challenges Project later in the programme.

It is a pleasure for me to address this group of educators and trainers and to provide you with a European update and perspective. I should say –one- perspective, as you know, European countries are diverse in nature and outlook, but there is a common will to cooperate and coordinate our activities, within the EU, with the OSCE, NATO and with partners in other parts of the world, also focused on contributing to peace operations. Recognising the important contributions to the preparations for peace operations by all these organisations, I will nevertheless, as asked, focus my remarks primarily, albeit not exclusively, on the developments taking place in the European Union context, drawing on my own experience with the organisation and in the field, as well as some of the work of the Challenges Project.

As you have heard I am currently, still some little time, wearing two hats. I would like to begin with my operational hat on, by talking about the trained product that appears in a mission, based on my experience as EU Special Representative in the former Yugoslav Republic of Macedonia, FYROM. In general, I believe that most people who arrive in a mission area are generally well prepared. There are of course exceptions. In FYROM, for example, I encountered several police officers in the EUPOL Proxima mission who knew little about the mandate; others had little or no safety training; some had no experience of or joint training with other categories of crisis managers, and most knew precious little about the trafficking issue, to mention a few examples. I think that apart from preparatory training, once in the mission we need to have a way to quickly assess needs and to have local training possibilities in critical areas, such as personal safety. The bottom line, in any case, is that all who participate in a mission require education and training about the mandate, the environment, the other co-contributors, about safety requirements, moral requirements and a whole range of related subjects.

Upon leaving my assignment, I shall have a lot to report to my EU superiors about lessons identified and learned in FYROM/Macedonia, a country about to take the step from EU-led crisis management and stabilisation to the process of association/integration into membership with the Union. Managing this transition process, as *primus inter pares* among the various arms of the EU and in the coordination network with other important players such as US, NATO, OSCE, the UN family and others, from the Ohrid Framework Agreement of 2001 and its implementation to this accession process, has been my task. In few other countries has the role of the EU in crisis management been such an unequivocal success, in few (if any) countries has the EU invested so much in terms of peace efforts or similarly engaged most or all of its newly developed tools for crisis management, military and civilian. So, for me, an interesting experience. It was, and still is, ‘doing something useful’.

## Europe upto the Present Time

Looking specifically at Europe, training for peacekeeping is not new, nor is the need for cooperation. To a large measure, EU Member States are responsible for providing adequate training of personnel for missions. They are supported in this by certain EU training structures. There is a great number of training programmes on offer, both at national and at the EU level. Discussions are intense, at both levels, about setting new so-called Headline Goals for capacity enhancement pertaining to different categories of staff, and about training needs, kind and degree, for these, having in mind ways and means in which EU added value can be seriously offered to the global scene, i.e. not least economic means and civilian tools for crisis management/peace operations.

Examples of cooperation include the Nordic countries and their NORDCAPS programme, as well as the management version of this training – the annual 2 week UNSMAS course. It is interesting to note that these nations are all represented here at the IAPTC, indeed have been regular participants for years. Other EU members have had military and joint education and training facilities for years – the UK, France, Hungary, Ireland, Poland and so on. One trend is to develop joint training facilities so that civilians and multifunctional groups can prepare together. Some European countries are relatively new contributors – Germany for example, but have quickly recognised the complexity of the issue and have developed tools to prepare police and civilians and to link requirements to recruiting to training. I would like to mention *Zentrum für Internationale Friedenseinsätze* in Germany (ZIF) – and I am happy to see my friend Weinrich Kuehne here at the IAPTC again. We had dinner in Skopje earlier this year.

But more needs to be done given the complex and dynamic nature of peace operations and the many new challenges.

Four years ago the EU recognised this problem and established the EU Group on Training and initiated a series of standardised courses for Europeans deploying to peace operations. FBA is since the beginning of this year the Coordinator of the EU Group on Training. The Group, EGT as it is called, is a consortium of training institutions in the EU Member States, financially supported by the European Commission, providing training for the resources – so far: the civilian resources – that Member States mobilize to heed the call and the Head line goals of the Union, as it develops its crisis management capacity. This work is beneficial not only for the EU and each Member State, but also for those that the EU is cooperating with, notably international organisations such as the UN and the OSCE. With civilian resources standing by, trained to function well and in a coherent fashion, the UN, to use that example, shall not have to turn to each Member State and ask for its contribution to a particular operation – it shall be possible to turn to the EU as such and request use of the EU's joint resources, knowing that it is one and the same capability one requests whether the flag on the individual's shoulder in the end turns out to be Greek, British or Swedish or Macedonian.

EGT has trained over 250 individuals during 2005. In 2006, EGT will be organizing courses in the following areas; rule of law; EU-UN cooperation (of which one will specifically look at child protection); human rights; civil administration; mission

management; and civil-military coordination. The Folke Bernadotte Academy (now with my other hat on) is pleased to be conducting 2 courses in the frame of the EGT – one on the European Security and Defence Policy Civil-Military cooperation and coordination, and one on rule of law. The latter will be organised in partnership with ZiF.

The EGT also has preparedness to organise training courses for the 100 experts to be included in the Civilian Response Teams (CRTs) during 2006. The CRT is a newly developed, rapid response instrument adding to the EU civilian crisis management toolbox. EGT is, in close cooperation with the Council Secretariat and the Commission, working on a tentative training concept, which will be presented to EU Member States in November.

The establishment of the European Security and Defence College (ESDC) was an important step in providing theoretical knowledge of the European Security and Defence Policy. It also proved beneficial in the development of an ESDP culture and network of senior and middle officials of EU institutions and Member States from its High-Level Course, and at more junior level from the Orientation Courses, coming both from the civilian and military domains. The mission of the Security and Defence College is to provide training in European and Security Defence Policy at the strategic level, in order to develop and promote a common understanding of it among both civilian and military personnel at the appropriate level, dealing with strategic aspects, and to identify and disseminate, through its activities, best practice in relation to various defence and policy issues.

Other European organisations are involved in training – NATO has peace operations training for both Allies and Partnership for Peace countries; the OSCE conducts a number of courses for staff being deployed to a mission area; and there is now a serious NATO-NGO dialogue with a view to each better understanding the other. Training for senior management is also under review in the NORDIC group, with a view to complementing the UN efforts that we heard about earlier from our UN colleagues. I am also pleased to note that in addition to the joint training in exercises, Sweden has for a number of years conducted a biennial computer assisted exercise for PFP nations – exercise Viking – the principal objectives of which this year include practicing civil-military cooperation.

I would add at this stage that despite the fact that many EU nations are currently involved in higher intensity peace operations in the Balkans and elsewhere, training in the EU is designed to prepare individuals and groups for the potential range of UN or UN-mandated missions anywhere in the world. EU training is applicable to the entire canvas of peace operations, including missions in Africa, and addresses also the typical functional areas – DDR, SSR, ROL etc. In a related vein, the EU is working closely to expand peace operations understanding and capacity by sharing experiences with others, in particular in Africa; and at the same time learning from the vast experiences in military peacekeeping of countries like Nigeria, Ghana and Kenya. The EU is working both at the AU level and with individual states; while individual EU nations have additional programmes and partnerships with states in Africa and elsewhere in the world. I would like to mention the highly appreciated work Dr Kuhne and his colleagues at ZIF has done by taking responsibility for - in the framework of the EU Group on Training – the

enhancement of European cooperation with the African Union.

### **Emerging Issues and Priorities**

I said a moment ago that the business is dynamic – more and more seems to be required of our personnel every day. We need for example to re-focus, first of all, on discipline and professionalism (as high-lighted by Prince Zeid’s recent report in the UN on sexual exploitation and abuse). This is now mainstreamed in all relevant EU training.

Second, there is an urgent need for more integrated training of civilians, police and military. This is also, as you probably know, one of the priorities of the current EU presidency (UK), together with the two incoming presidencies, Austria and Finland. There is no need to invent a whole new tool or system – the military has a culture of training and has designed exercises for a long time. We need to adapt that tool, bringing in the relevant elements necessary, so that civilians and police can train alongside the military, not just act as role players. This is not a simple issue and I am pleased to see that it is one of the subjects for consideration by this body of experts tomorrow.

Third, we need to adapt our training methods to the more sophisticated and educated peacekeepers of today – better use of technology, more use of advanced distributed learning, application of ‘problem-based learning’ techniques, more sharing of actual experiences, and balancing preparation with certain in-mission training. In this vein I am pleased to note the manner in which this conference manages to share so much information and discuss key issues in such a short period, and some of the innovative methods you are using - the information sessions, the ideas bazaar and the focused multifunctional discussions, for example. Ladies and gentlemen, I will conclude there. Thank you for your attention and I look forward to the panel.

### **Peacekeeping Cooperation and Coordination in Education and Training: An African Perspective by Festus B. Aboagye**

#### **Introduction**

As a way of helping war torn countries return to peace, peacekeeping requires a number of parameters. If effectively conducted, one of the benefits thereof is that peacekeeping enhances the achievement of its own principles of credibility, consent, neutrality, etc. When grounded in, amongst others things, a framework of effective training, cooperation and coordination, involving all the actors and stakeholders, peacekeeping can more positively impact the post-conflict country and provide a better opportunity to achieve the mission’s mandate in a more efficient manner.

Besides the various resources that are required to match mandates, effective peacekeeping also requires well trained personnel, including military forces, police services, and civilian staff. In military terms, training has always been a combat multiplier and one of the intangibles of war. This also refers to education. Well trained (and well-led) forces display high morale and professional competence in the skills required for combat.

Between these two pre-requisites, training and education help to sharpen the functional and professional skills of peacekeepers, as well as enhance their analytical skills and create in them awareness about critical issues, such as human rights, humanitarian law and the HIV/AIDS pandemic, the disregard of which has adverse and potentially perilous implications for the integrity of the mandating authority, the peacekeeping mission, the contributing countries, the host nations and their civilian populations, and last but not least, individual peacekeepers.

### **Aim**

The purpose of this paper is to highlight the demand and supply of peacekeeping training and education within Africa and its implications for cooperation and coordination to the end of effective peacekeeping on the African continent.

### **Peacekeeping Training: the Demand**

The challenges relating to peacekeeping and peacekeeping training and education devolve on some of the following issues:-

- Number and complexity of conflicts within Africa and the demand for peacekeeping missions.
- The changed (changing) nature of peace support operations which, beyond peacekeeping, necessitates taking into account a wide range of other needs towards the reconstruction of collapsed states.
- Lack of substantive capacity of standby arrangements, insufficient traditional peacekeeping states, and the absence of trained external military and police contributors.
- Limited capacities of training infrastructure, coupled with inadequate pool of trained elements.

Especially in Africa, the end of the Cold War did not bring the peace dividend. To the contrary, in addition to an increase in the numbers of conflicts, it can be argued that the continent has been plagued by intra-state conflicts that have engendered complex emergencies and the collapse or destruction of states. Conservatively, there have been no less than 15 major conflicts—old and new—within the continent since the end of the Cold War.

An obvious challenge pertaining to this situation is the scale of efforts required to resolve and manage these conflicts. Considering that some of these conflicts are in large African countries, such as the DRC and Sudan—both South and West—the sheer numbers of peacekeeping forces required are enormous. Amongst the 17 UN peace operations and missions and the 82,000 or so personnel currently deployed around the world, Africa is consuming an inordinate number of about 73,000, amounting to some 89

percent of the global total. Out of this number, an estimated 20,000 (24 percent) uniformed personnel are contributed by Africa. This, in addition to the approximately 6,000 uniformed African personnel deployed in Darfur with the African Mission in Sudan (AMIS), presents serious challenges in generating adequately trained troops and police personnel.

The demand for peacekeeping training stems from the numbers of peacekeepers required to keep the peace within the continent as well as globally. As indicated above, peacekeeping in Africa now devolves on African peacekeepers, in partnership with such countries as Pakistan and Bangladesh, which between them, contribute some 25% of the UN peacekeeping manpower.<sup>1</sup>

### **Peacekeeping Training: the Supply**

It is pertinent to note that historically, African troop contributions have been and still are synergised by logistical, equipment and funding support from external partners. This is particularly the case with AMIS. In addition, however, the external partners have also been contributing to peacekeeping training and education within the continent. In truth, without external support, peacekeeping training from, “Cairo to the Cape”, would entail huge problems and challenges.

By implication therefore, the scale of the supply of trained peacekeeping human resources entail the full range of actors at the national, regional, continental and international levels. First of all, at the national level, a number of African states engaged in peacekeeping have over the years built residual peacekeeping exposure and expertise that is used for the facilitation of basic national and pre-deployment training. These countries, such as Ghana, Kenya, Nigeria and Senegal, to name but a few, have built into their conventional career development training courses, peacekeeping curricula that enable peacekeeping training and education at various levels of the military structure. Even though the national level may not entail much multinational cooperation and coordination, it is essential that regional and other countries explore opportunities for exchange of students between neighbouring countries in order to cross-fertilise their respective training regimes.

Within the framework of regional arrangements, Africa now boasts a number of regional centres of peacekeeping excellence. Examples are the Regional Peacekeeping Training Centre (RPTC) in Harare, Zimbabwe, the Kofi Annan International Peacekeeping Training Centre (KAIPTC) in Accra, Ghana, the Peace Support Training Centre (PSTC) in Karen, Kenya, the Peacekeeping Training School in, Koulikoro, Mali, the National War College in Abuja, Nigeria, the African Centre for Strategic Research and Training at the National War College (ACSRT-NWC) also in Abuja, and the Cairo Peacekeeping Centre. Other newly established centres are the Peacekeeping Training School in Rwanda, Uganda (Jinja) and Ethiopia, some of which are envisaged to serve as part of the infrastructure for the East African regional Standby Brigade (EASBRIG).

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<sup>1</sup> See excerpts from Jean-Marie Guehenno, Under-Secretary General for Peacekeeping, *The Year in Review, Surge in Peacekeeping*, 2004.



In principle, many if not all the regional centres have been established in collaboration with individual external partners, except perhaps the ACSRT-NWC and KAIPTC, which benefit from a consortium of external support and assistance from France, Germany, Norway, the UK and the USA. Understandably, these centres also have arrangements that facilitate cooperation and coordination between the donors and the regional stakeholders, including the host nations. Some centres such as KAIPTC and the PSTC coordinate and cooperate with each other by way of the exchange of resource persons and relevant course materials. There is also another aspect of cooperation and coordination between other institutions and some of the peacekeeping centres. For instance, selected training and other activities at the KAIPTC are closely collaborated with the PPC, ZIF (Germany), etc.

Besides the government-sponsored institutions mentioned above, there exist in Africa, externally-funded civil society organisations (CSOs) that supply peacekeeping training and education. Classic examples of these CSOs are the Training for Peace (TfP) Programme in Africa and the Southern African Defence and Security Management (SADSEM) Network. The TfP brings together one external partner, namely the Norwegian Government through the Norwegian Institute for International Affairs (NUPI) and two African partners, namely the African Centre for the Constructive Resolution of Disputes (ACCORD) and the Institute for Security Studies (ISS), both based in South Africa, but with regional reach and coverage. Amongst them, the TfP partners extend both national and regional training and education to military and police institutions, as well as to civilians. Further cooperation, coordination and collaboration with non-TfP member institutions, such as the regional centres of excellence, will better serve the ends of training.

The SADSEM Network involves a number of university-based Defence and Security Management Centres within the region, in delivering peacekeeping at the executive level, and does so with support and assistance from the Danish Government.

Because in Africa peacekeeping doctrine is based largely on the existing UN Standardised Generic Training Modules (SGTM/STMs), there is need for improved cooperation and coordination with the UN System, including the DPKO (TES and Civilian Police Division) and other agencies. Beyond providing African peacekeeping training institutions with relevant publications, including audio-visuals, the UN (DPKO) can collaborate with these training institutions to provide more varied forms of training, such as the operational level mission training undertaken for UNOCI at the KAIPTC (June 2004) and for the UNMIS and AMIS at the PSTC (April/May 2005).

The first pilot UN Senior Managers Course under the auspices of the UNDPKO- TES that was hosted by the National War College (21-22 April 2005) is a classic example of the collaborative effort being advocated for. So is the UNDPKO Senior Mission Leaders Course that was hosted by ACCORD in South Africa from 12-13 September 2005. There is no doubt that such collaborative programmes can and will help to synergise cooperation and coordination between and among various actors in the field of peacekeeping training regionally and internationally.

To this effect, it is pertinent to mention the African Peacekeeping Support Trainers Association (APSTA), which was established in Pretoria, South Africa, in October 2002, essentially as the African Chapter of the International Association of Peacekeeping Training Centres (IAPTC). The Association is currently composed of about 15 regional peacekeeping training institutions and organisations involved in peacekeeping capacity building within the continent. Even though APSTA was not formed for that purpose, it has the potential to bridge the cooperation and coordination divide amongst the different types of peacekeeping service providers within the continent, and in this way, improving upon the scope and quality thereof.

## Conclusion

In conclusion, peacekeeping in Africa has increased in proportion to the incidence of post-Cold War complex emergencies. In comparison with other requirements for effective peacekeeping, the provision of training has received support and assistance from external partners. The synergies between national and regional stakeholders and their external partners, however, underscore the need for effective mechanisms for cooperation and coordination, especially among the various donor-funded networks and the centres of excellence.

This notwithstanding, a remaining challenge pertains to the establishment of effective coordination and cooperation between the regional centres of excellence and their respective Regional Economic Communities (RECs), as KAIPTC and to some extent the Harare RPTC are doing, by serving respectively as focal institutions for the establishment and development of the regional Standby Forces to serve the needs of ECOWAS and SADC, *vis-à-vis* the operationalisation of the African Standby Force (ASF).

In this context, perhaps, the greatest challenge is for the existing African training networks to establish closer collaboration and coordination with the African Union (AU). Thus, with regards to coordination and cooperation with the AU, the APSTA could, if properly managed and resourced, serve as a useful and effective platform and/or vehicle for deepening peacekeeping training and education, at the continental level.

At the same time, the UN System needs to deepen its coordination and cooperation with African regional training institutions in the areas of national, pre-deployment and in-mission training. On the other hand, African regional organisations need to involve existing training institutions in regional deployments and in efforts towards the operationalisation of the ASF. Finally, African training institutions need to establish and maintain cooperation with other peacekeeping training institutions, especially within the IAPTC family.

Finally, some broad observations and policy recommendations:-

- The peacekeeping training field in Africa is wide and the demand for peacekeeping training enormous.
- Peacekeeping training service providers and actors are few and insufficient.

- Thus there is no need for unholy competition. To the contrary, there is need for greater and transparent collaboration, coordination and cooperation.
- Such collaboration, coordination and cooperation among the actors and stakeholders should be across networks and layers, and based on the time-honoured principle of equal partnerships.
- To the extent possible, training should be coordinated and collaborated within appropriate national and regional stakeholder institutions.

### **Panel discussion**

**Virender Dayal** moderated the panel discussion of the third session. The focus was on the improvement of response mechanism by Regional Organisations in accordance with the UN Charter principles in responding to humanitarian disasters and peacekeeping missions. It was also pointed out that there was a stark decrease in troop contribution from Europe in peacekeeping missions compared to the Asian and African countries. Questions pertaining to capacity building of African stand-by forces were also raised. It was indicated that the lack of adequately trained ground troops could hamper the success of a mission. Significantly, the panel discussion also focused on the importance of African solutions to African problems. The democratisation of Africa, it was felt, was crucial for any long lasting solution to the problems that plague the continent: civil war, religious turmoil, hunger, disease and poverty. There was consensus that there could not be any 'quick fix' solution for troubled zones. Importantly, collective action was seen to be the key to meet challenges in such times.

## INFORMATION BRIEFINGS

### **NATO Briefing by Lt Col Brian Clesham**

**Lt Col Brian Clesham** of the British Army spoke extensively on the peacekeeping role of the North Atlantic Treaty Organisation (NATO). The rationale of this twenty-six nation organisation is collective defence and dealing with crisis response operations including Peace Support Operations. NATO has a 'Partnership for Peace' with twenty other nations stretching from Europe across the Caucasus to central Asia, and a 'Dialogue' with seven nations from the southern and eastern Mediterranean rim, making a grand partnership and dialogue of some fifty-three countries incorporating North America, Europe, Asia and Africa. NATO is a key actor in the evolving international security environment. Instances include its peace support operations in the Balkans (with detailed focus on Albania, Bosnia-Herzegovina, the Former Yugoslav Republic of Macedonia and the Serbia and Montenegro province of Kosovo); Afghanistan {NATO leading the thirty-six nation International Security and Assistance Force (ISAF)}; Africa {NATO's assistance to the African Union Mission in Sudan (AMIS)}; Iraq (NATO providing a Training Mission), and finally in counter-terrorism in the Mediterranean. The diverse role of NATO is visible in the response of the Alliance's Euro-Atlantic Disaster Response Coordination Centre and NATO Response Force to both Hurricane Katrina and the Pakistan Earthquake in 2005, as well as providing airborne warning and surveillance to major events such as the Olympic Games and other significant international or high profile events of a cultural or sporting nature.

The NATO Response Force (NRF) is a multinational 'crisis response' force held at very high readiness that will be tailored for assigned missions, including peace support operations. The land component at roughly brigade strength will rotate every six months. The NRF is held at five days readiness and self sustainable for thirty days. Huge emphasis is placed on training and certification of units assigned to the NRF; this in turn improving capability and standards across the Alliance as a whole, as well as providing the means for its ongoing transformation.

While Headquarters Allied Command Operations has responsibility for the planning, conduct and execution of operations, Headquarters Allied Command Transformation (ACT) pursues a continuous and pro-active process of developing and integrating innovative concepts, doctrines and capabilities in order to improve the effectiveness and interoperability of NATO and Partner forces. ACT plays a key role in overseeing NATO education and training, for instance, at the NATO Defence College, the NATO School, the Joint Warfare Centre, and through Advanced Distributed Learning via the internet. ACT also heads up the NATO Partnership for Peace Education and Training Network, and supports a number of centres of excellence in Alliance and Partner countries. Special mention was made of Sweden as a Partner nation, and in particular its prominent role in PSO training. They have, for instance, sponsored the 'NATO-led' Combined Joint Task Force computer assisted peace support exercise VIKING 05 'In the spirit of Partnership for Peace' (5-16 December 2005). Twenty NATO and primarily partner nations are participating. One of the main efforts of the VIKING exercise will be to define effective

relationships between civilian and military components for future conflict resolution. NATO plays an important role in building trust and confidence among the civilian population in conflict-prone areas, whilst regarding the civilian-military relationship in peace support operations as being of fundamental importance; all part of the inter-agency response. The legal aspects of NATO's peace support operations were also defined, pertaining to issues of authority, legal status, and the use of force. The role of the local and the UN police was also briefly discussed, with special focus on Kosovo.

**Distance training on United Nations peacekeeping from the United Nations Institute for Training and Research Programme of Correspondence Instruction (UNITAR POCI) by Harvey Langholtz**

UNITAR POCI is an exclusively distance-training programme that coordinates with DPKO TES and CTS. It is a self-supporting programme within UNITAR. UNITAR POCI staff represents 17 states. Distance training on peacekeeping is a useful exercise: it is standard, common, universal, easily accessible, available to unlimited number of students and the most economical way to provide training.

UNITAR POCI provides distance training to peacekeepers, potential peacekeepers, police and humanitarian workers world wide through e-learning and printed courses. UNITAR POCI students use the internet at [www.unitarpoci.org](http://www.unitarpoci.org). Seventeen different courses are offered. These include: the conduct of humanitarian relief operations, commanding peacekeeping operations, international humanitarian law, introduction to serving on a United Nations mission, international conflict resolution, mine action, security for UN peacekeepers, UN civilian police, global terrorism, peacekeeping in Yugoslavia, logistical support of peacekeeping, operational logistics support, contingent-owned equipment, peacekeeping history 1945-87, peacekeeping history 1988-97, principles of peace support operations and UN military observers.

There are specific programmes for individual students, missions, national peacekeeping centres, colleges, organisations, nations and Africa.

**Challenges of Peace Operations: Into the 21<sup>st</sup> Century by David Lightburn**

The overall project objective is to promote a culture of cross-professional cooperation and partnership and to make practical recommendations that will benefit the effectiveness and legitimacy of multinational and multidisciplinary peace operations. There are about fourteen partner organisations and thirteen international training organisations who are contributing to challenges project. The concluding report of phase I (1997-2002) made recommendations to troop contributing countries, and contributed to the reform process of UN peace operations. The overall theme of phase II (2003-2005) is focused on the question: how can multidisciplinary and multicultural cooperation and coordination be improved at strategic, operational and tactical levels? The sub-themes in phase II include education and training, rule of law, and regional dimension to peace operations. On education and training issues, priority must be accorded to implementation of common and standardised training for key functional areas like Rule

of Law (RoL), Disarmament, Demobilisation and Reintegration (DDR) and Security Sector Reforms (SSR). There is also an urgent need for improved and more flexible training methodology and techniques including multi-disciplinary training. Also, improved training concepts and opportunities for civilian and police personnel is the need of the hour. The other areas of concern include enhancement of international capacity building and mandatory education and training for all staff. There have been additional cooperative outcomes. These include the formation of an international network to promote the rule of law at Washington DC, the initiation of an early warning programme for Africa at Pretoria, the launch of USI Centre for United Nations Peacekeeping at New Delhi, the conduct of Rule of Law conference at Carlisle and Training civilians seminar at Tokyo and forging cooperation between participating education and training centres.

The 'Challenges seminar report' has provided useful inputs to the UN and also to academic and diplomatic journals. The future measures would include the presentation of the report to the UN Secretary General in early 2006, implementation of the recommendations, providing input to the relevant UN bodies, including the special committee for PKO and continued cooperation between the partners as also building new partnerships.

### **Role, charter and curriculum of Centre for United Nations Peacekeeping (CUNPK) by Col Raj Rajput**

India has participated in forty-two missions with approximately 85,000 personnel, which includes most UN operations undertaken in Africa. The CUNPK is funded by Ministry of Defence (MoD) and Ministry of External Affairs (MEA), Government of India and governed by the Board of Management with institutional support from USI. The CUNPK acts as a training facility aimed at providing integrated training in UN peacekeeping operations to Military Contingent Junior Officers/Military Observers and Staff Officers. The Centre is also involved in promoting research in all facets of peacekeeping operations and facilitating intellectual exchange through organising seminars, Joint Working Groups and discussions at various levels.

Among others, the training objectives are geared to develop special military skills as applicable to UN missions, and prepare contingents and individuals for worst case scenarios. In addition, doctrinal aspects of training are continuously updated through sharing experiences with like minded institutions and organisations from across the globe. Activities at the Centre include organising training courses for various categories of individual officers proceeding on UN missions, seminars at national, bilateral and international level, joint working Groups, Command Post Exercises, Model discussions and field exercises. Apart from a large number of Indian participants, 160 participants from various countries have participated in CUNPK training events in the last five years.

The course curriculum includes all relevant subjects like UN organisations, background of the conflict and culture, peacekeeping techniques, mandate analysis and ROE, mission logistics, legal issues, case studies and staff duties, etc. Guest Speakers and subject matter experts from military (ex force commanders, Chiefs of Staff) academia and UN agencies address the participants. Indoor and outdoor exercises are conducted to include problem based training.

## **SESSIONS FOUR AND FIVE**

Session four on the third day of the conference deliberated on the Ideas Bazaar, functional and multifunctional groups.

### **Ideas Bazaar**

As part of the fourth session, a new concept to share and explore novel ideas and information through an 'Ideas Bazaar' was organised, focusing on contemporary training related issues and topics of common interests by individuals, institutions and participants. Points of contact and interaction corners were established wherein issues like Stress & Psychological Management in Peacekeeping Mission by a Team of Uruguay, Rules of Management – Quick Impact Project by Cdr (N) Marcelo Patricio Pendola, NATO Training Orientation by Lt Col Brian Clesham, Peacekeeping Training Films by Col George Frederick Oliver, Distance Education in UNITAR POCI by Dr Harvey Langholtz, African Police Leadership in Peace Operations by Mr Douglas Coates, HIV and AIDS in Peacekeeping Context by Ms Nana Taona Kuo and Regional Training by a team comprising Col Gaspar Barrabino, Col Gaston Fermepin and Capt (N) Rodrigo Alejandro Sanchez etc were presented to the participants. It cumulatively facilitated direct interface furthering individual to individual, centre to centre and bilateral / regional crosspollination.

### **Outcome of Ideas Bazaar**

#### **Regional Training**

All the participants (Argentina, Chile, Uruguay) agreed on need to create a regional association and took note of the delegates present in this conference from the region. The modus to submit this initiative in respective country chain of command was also discussed and it was decided that interested parties would meet in exploratory (good offices) assembly in the first half of 2006.

#### **HIV and Aids in Peacekeeping Context**

The event facilitated linking of participants to UNAIDS regional advisors in Latin America / Caribbean, Africa and Europe / Central Asia.. Distribution of 50 advocacy packs containing information on HIV in conflict, security, peacekeeping uniformed personnel situations and UNAIDS Training Manual for Peer Education and HIV / AIDS on CD-ROM was also carried out.

#### **Distance Training Outcomes**

UNITAR POCI organized Discussion on how to integrate distance training on peacekeeping into curriculum of national war college and the possibility of running these for Afghanistan and Iraq. Participants also proposed to plan a course on gender mainstreaming.



## **African Police Leadership In Peace Operations**

Discussion examined the desire of West African Ministry and Police officials to provide leadership through improved contributions / performance to peace operations. They identified some of the existing competency gaps and discussed a multi-level strategy that would contribute to increased capacity to provide police at all levels, with the competencies necessary to function effectively on peace operations.

### **Functional committees**

#### **Civilian Committee**

**The Civilian Committee** which was moderated by **Andreas Vogt** deliberated on five key themes, under the overall objective of advancing and augmenting civilian participation in the PKOs. It discussed the importance of gender mainstreaming, role and function of civilian institutions, interface of civilian institutions with deploying missions, AIDS and civil-military coordination.

The group was unequivocal on the importance of gender mainstreaming. It stressed that there was a need for a broader interpretation of the word 'gender' as also incorporating the marginalised and vulnerable groups. The group emphasised on mapping out the civilian role and capacity in peace building missions and suggested that civilian participation could be institutionalised through combined training of civilian and non-civilian sectors. It was recognised that lack of resources affects civilian participation. The group indicated the importance of linking training institutions with deploying missions. On AIDS, the group stressed on mandatory testing and the provision of AIDS tool kit for the uniformed personnel. It was generally agreed that civil-military participation was essential to the achievement of humanitarian objectives and providing a holistic planning approach. The group recommended that in the forthcoming IAPTC conference at Chile in 2006, due emphasis must be placed on the need to inform and educate future UN peacekeepers on the role and responsibilities of civilians and non-civilians through the IAPTC participating institutions so as to provide synergy in PKOs.

#### **Police committee**

At the very outset, **Festus Boahen Aboagye** who was the moderator of Police Committee laid down the agenda for discussion. This included deliberation on the role of coordination and cooperation for and within the police and identifying a relevant theme for next year and finalising the chair for next year.

It was pointed out that coordination and cooperation (C&C) at various levels *viz.* national, regional and global is critical for effective functioning. This (C&C) must include training, both while planning as well as during execution (doctrinal and operational level). The training must be within the varied police missions, but also amongst the three functional groups, *viz.* police, civilian and military (multidimensional). It is critical to identify the institutions that impart/undertake training and to enlist channels of communications. Thus, it is imperative to list the national/regional nodal

agencies, such as the Indo-Tibetan Border Police Force in India. Two models were discussed: the SARPPCO model of Southern Africa and the ECOWAS model of Western Africa. The issue of deployment of police mission from non-democratic countries was deliberated upon at length. It was especially discussed within the framework of community policing. The role of IAPTC in facilitating coordination and cooperation (C&C) was also discussed. For instance, the website may be used to put up course structures, specific case studies etc. to make access to and sharing of information easier. The need for common perception/mandate is critical, since missions from different countries represent diverse cultural, political and even tactical concerns. The role of the functional chair is very important and included coordination activities and liaisoning through the year. After a lot of discussion and several ideas, the following broad theme was identified: 'Integrated approach to peace support operations – opportunities and challenges.' On finalising the chair, Canada volunteered, seconded by KAIPTC, Ghana and this was unanimously agreed by all the members.

### **Military committee**

The military committee was moderated by **Col G. Fermepin**. The agenda for discussion included the following aspects: introduction, administration notes, objectives and mission, questions and framing the debate and discussion. The purpose was to facilitate a healthy discussion amongst the members of the military group on the challenges for coordination and cooperation in training for peacekeeping missions. The UN millennium goals and High Level Panel were used as reference points for discussion. The discussion centred on the following aspects: the role of actors, the nature of the relationship, the types of relationships - military to military, military to civil, military to police, civil to civil, police to police, the methodology, events and actions and the perception of others about such events. The issue of diversity of actors and interoperability was also highlighted. The framework suggested by Anja Kaspersen was used for this purpose. Actors include peacekeepers, developmental agencies, humanitarian and local actors, NGO's, regional and hybrid entities, donors especially the diplomatic community and corporate bodies. The theme of 'Training Pre-deployment (Civil + Police+ Military)' was also debated during the session. The weaknesses and strengths of current exercises in terms of prevalent approaches were also deliberated. Suggestions to make these exercises easier were also mooted. The need to facilitate civil and police participation was also emphasised. The possibility of civilian-led exercises was also explored. The focus shifted to 'Training in the field' thereafter. In this context, the experiences shared and lessons learnt by the participants were highlighted. Towards the end, the military committee came up with the following recommendations: (a) identifying actors and training them (b) emphasising communication as a key for co-ordination and co-operation (c) proposing to the UN to include contact list of training cells on web page as well as shared experiences and lessons learnt (d) concentrating on 'building the team' (e) conducting exercises with all actors (f) ensuring the presence of civilian personnel and others in every integrated training exercise (g) underlining the importance of interpersonal relationships in training and co-operation (h) refraining from perceiving ourselves as the sole owners of the truth (j) stressing upon integrated training in the mission area.

## Multifunctional group discussions

### **Group 1: Education and training for the rule of law**

The discussion on 'Education and Training for the Rule of Law' was moderated by **Dr Kuehne** of Germany. The discussion centred on the following questions: why do we need the rule of law? where are the present conflicts? what is a failed state? It was stated that the rule of law which informed UN peacekeeping missions, was defined by the report of the Secretary General to the Security Council (August 2004). The report focused on four stages: judiciary, judicial administration, law enforcement agencies and correctional system.

There was a general agreement about the role of the military in conditions of peacekeeping and in tackling a failed state situation. A well-coordinated strategy, based on sound judgement of the conflict zone, informed by the realities of a given situation, was seen as the best strategy. Also, since the goal of these missions was to establish order and justice, an integrated approach with clearly defined criteria of integration at the level of planning and mapping out strategies was considered as absolutely crucial. The group pointed out that the process must also filter in the specific demands and unique attributes of that particular mission. The group stressed that a local tradition of rule of law is a highly sensitive issue and must not be taken lightly.

In the end, the discussants agreed on some significant issues, which include, *inter alia*, the rule of law must clarify the role of the military, the police and civilians in peacekeeping missions and the extent to which these can integrate. International mobility along with local capability was quintessential in these missions. Moreover, demystification of the concept of the rule of law from a theoretical level to a practical level is important. In effect, the mandate for peacekeeping missions must be clear with clarity of purpose and well thought-out integration policies. It should be borne in mind that all peacekeeping missions are situational.

### **Group 2: Use of education and training in promoting a culture of cooperation**

The aim of the discussion in multifunctional groups was to engage with issues of education and training and how these could be improved to promote a 'culture of cooperation and coordination.' **Brigadier B.V. Nair** of the Indian Army moderated the discussion. The discussion began by identifying the main actors involved in any mission areas. The identified actors include the peacekeepers (military and CIVPOL), UN civilian agencies like – UNDP, UNHCR, UNICEF, WHO, WFP, UNAIDS and others like ICRC, NGOs, human rights organisations and donors, diplomatic community, host governments – military, police and concerned government departments, regional organisations / multinational force, local population, contending parties in any conflict, warlords and local militant groups. The major thrust of the discussion involved deliberations on training - both pre-deployment and mission-oriented training. A number of issues were discussed under each of these aspects. The discussion also focused on the themes for the forthcoming conference.

### **Group 3: More effective training through the adaptation of military exercises for the wider community**

**Wg Cdr Wendy Margaret Horder** moderated the multifunctional group on 'More effective training through the adaptation of military exercises for the wider community'. The group noted the complexity and diversity of institutions participating in peacekeeping operations. The group appreciated that currently there are many national and multinational exercises with little civilian input. Many peace training institutions conduct 'mini exercises', which are generally 'multi-disciplinary' with civilians as role players. UN supports around fifty exercises annually. Military-led exercises are in South America, RECAP (France and Africa), Swedish led Viking (PfP), PPC Sword series and others. Joint civil and military exercises are in EU and some other national models. Police-led exercises are practised in New Zealand. The civilian-led exercises are practised in UNDAC (disaster assistance and coordination teams).

The group pointed out that the military had some advantages in terms of funding and training. This is buttressed by common understanding through collective training methodology and excellent simulation methods. Despite their advantages, there are difficulties in adopting the military exercises for civilian training. They are lengthy, complex and technical exercises. The other difficulty is in identifying the targeted civilian audience. The wider community lacks the institutional capacity with inadequate scenario database for comprehensive involvement of non-military elements. The lack of access to resources, with no culture of training and divergent priorities makes their approach reactive. The participation is further impeded by the civilians' apprehension of the military. However, the picture is not as bleak as it may appear, because there are examples of co-operation with an exercise (DDR, SSR, ROL, refugee returns, humanitarian assistance, elections, and others).

The challenge is to convince the civilians of the need for joint training in ensuring participation of the wider community. It is further hampered by lack of resources for the civilians, as the fund available is predominantly military. Also there is a pressing need for the civilian input in the conceptualisation, design, development and implementation of peace training exercises. The possibilities can be explored through the demilitarisation of the whole exercise. Interactions with individual groups can be forged on training requirements. The wider community's participation can be facilitated through the representation of civilian organisations at exercise meetings. Military terminology of exercises is to be dispensed with and phrased in plain language. Emphasis is on jointly developing the civilian objectives with focus on themes, events and exercise with due regard for technical exercise advice facilitating exercise play. Further the group appreciated the need and possibility of developing an alternative to military exercises, where police and civilian groups take military assistance.

#### **Group 4: Moral responsibility in peace operations**

The multifunctional group on moral responsibility in peacekeeping operations began by identifying the legal frameworks/guidelines regarding moral responsibility in peacekeeping operations. Among others, these included the need to prioritise codes of conduct and imparting training to the leadership of the mission about the ways and means of implementing codes of conduct in the field. It is also pertinent to identify the rules that apply when there are instances of violation of codes of conduct. It must be borne in mind that few countries will accept that their military personnel be punished by local laws. Therefore, there is a real need for provisions that envisage the presence of gender advisors in missions for reporting incidents. UN should encourage nations to draw up their own codes of conduct together with appropriate punishments. In fact, common binding international laws such as the Declaration of Human Rights, and Convention of the Rights of the Child, which most member states have ratified must be incorporated into the code of conduct.

Other issues that were discussed included human trafficking regarding which very few countries had laws. Hence there was no follow-up or prosecution upon repatriation, although the situation is improving as a result of the Palermo Protocol. The need for education and training on regional frameworks on anti-trafficking was also recognised. Case studies of missions that have had problems pertaining to moral conduct and those with better practices on moral responsibility were recommended to identify the source of the problem. There are several key issues in the field. For instance, commercial sex work is legal in some countries whereas in others, it is not. Countries need to be trained on what is internationally acceptable behaviour. The issue of economic exploitation was also discussed. As peacekeepers enter a weak economy, there is a need to establish appropriate wages for local labour.

A great deal of emphasis was laid on training/promoting positive behaviour. A better understanding of the real problems is the need of the hour. A long duration of service does not necessarily imply higher moral standards of conduct. The entertainment needs of peacekeepers have to be addressed. Alternative forms of sexual behaviour that are acceptable may be promoted.

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

### **Introduction**

The President called the meeting to order at 1400 hrs. The draft agenda had been posted on 25 October and suggestions for amendment and additions were solicited. There were no changes, however, see other Business below.

The agenda is attached as Annex A.

### **Amendments to the Articles of the Association**

The Secretariat introduced the item by reference to the annotated agenda. There were a number of points of clarification requested by some in attendance.

The objectives of the Association were adopted after modification by placing the third objective as the first.

As a result of further discussion it was agreed that the composition of the Executive Committee would be as suggested. In addition, it was agreed that the appointment of additional *ex officio* members would be the prerogative of an AGM decision. There was also a suggestion that the Executive Committee be authorized to call on specific expertise not present on the Committee through the temporary use of Subject Matter Experts.

It was decided that the sub-item on voting procedure would be held over for the next AGM in order to allow the Secretariat to provide the membership with more information on the implications of the proposed action.

Otherwise, the suggested amendments were approved.

### **Theme for 2006**

The Executive Committee recommended to the membership that the theme for 2006 be 'The Integrated Mission Approach: Implications for Education and Training'. The membership agreed.

### **Venue for 2007**

On Day One of the Conference the membership was reminded that the venue for 2007 would be Europe, and that a call had gone out earlier soliciting offers to host the event. One institution had made an offer. A bid cut-off time of 'close-of-business' 27 October was subsequently announced. There being no further bids it was announced that the Swedish Folke Bernadotte Academy would host.

### **Hosting of the Secretariat**

On Day One of the Conference the membership was reminded that during the 2004 Conference, the Pearson Peacekeeping Centre had expressed the wish to be relieved of the duties of the Secretariat- after having had that responsibility for ten years. This wish had been repeated at the February Executive Committee and the membership reminded through the website prior to the AGM. One institution had offered to host. A bid-cut off time of 'close-of-business' 27 October was subsequently announced. There being no further bids it was announced that the Centre for United Nations Peacekeeping, New Delhi, would be the new host for the Secretariat.

### **Other Business/Points from the Floor**

Several issues were raised for discussion, unfortunately time did not allow for proper debate. Issues included:

- Fundraising - in order for the association be able to sponsor attendance at the Annual Conference by institutions/individuals who could not afford to pay their own way.
- Participation - including the need for efforts to have better attendance from the police and civilian sectors.
- Committee Structure - including more time for discussion in multifunctional groups.
- Voting Procedure at the AGM - the possible imbalance of the weight of an individual vote compared to an institutional vote.

The President requested that the membership communicate these and other issues to the Executive Committee and among themselves in between Annual Conferences.

### **Adjournment**

There being no further business the President adjourned the meeting at 15.15 hrs.

**AGENDA****IAPTC ANNUAL GENERAL MEETING 2005**

## Amendments to the Articles of Association

- Duties of the President
- Adoption of the Objectives of the Association
- Election Procedures for Functional Committees
- Composition of the Executive Committee
- Ratification of the appointment of ex-officio members of the Executive Committee
- Voting Procedure

Theme for 2006

Venue for 2007

Hosting of the Secretariat



## ANNOTATED DRAFT AGENDA

### Amendments to the Articles of Association

- Duties of the President: To clarify length of tour, responsibility at Executive Committee meetings, responsibility at Annual Conference and Annual General meeting, responsibilities as past-President. To clarify that the current president of the presidential Troika will preside over the Annual Conference and the Annual General Meeting
- Adoption of the Objectives of the Association:
  - To educate ourselves about peace operations policy matters
  - To identify emerging training requirements flowing from relevant policy Matters
  - To promulgate an understanding of training standards developed by the UN and other relevant organizations and to encourage their adoption
  - 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)
  - To promote an understanding of the different institutional perspectives and organizational cultures present among military, police and civilian components in peace operations
- Election Procedures for Functional Committees: Chairman for the upcoming year to be elected if there is more than one candidate
- Executive Committee: To authorize the *de facto* composition of the Executive Committee by adding the Senior Executive of the institution hosting the Secretariat and the upcoming host as *ex-officio* [non-voting] members and allowing provision for other *ex-officio* members.
- Voting Procedure: At the AGM there will be one vote per member institute and individual member.

Theme for 2006: Ideas should be considered at Executive Committee Meeting 2

Venue for 2007: Under the system of geographical representation, it is the turn of Europe in 2007. The Folke Bernadotte Academy is the only candidate as of 22 Oct.

Hosting of Secretariat: The USI-CUNPK is the only candidate as of 22 Oct.

### **Closing address by Adm Arun Prakash, Chief of the Naval Staff, India**

It is indeed a privilege to be amidst you to address the final session of the 11<sup>th</sup> Annual Conference of the International Association of Peacekeeping Training Centres. I am pleased to note that the conference drew participation from a large number of foreign delegates from across the globe, alongside a number of Indian participants. I am given to understand that the proceedings over the past four days have been very interesting and intellectually stimulating, and I would like to compliment all participants and organisers for a very successful conference.

I am told, that in keeping with the theme of the conference - *"Training for Peace: Cooperation and Coordination"* you have discussed some of the complex issues that face training and education for United Nations peacekeeping operations today. I also understand that a variety of views and suggestions have emerged from various regions on these issues. This is as it should be, for a free exchange of ideas and solutions is essential to meet the requirements of complex UN operations in a diverse world.

The programme for this conference has obviously been drawn up with care and forethought, and I say this for two reasons. Firstly, the subjects discussed during the conference, which focussed on current issues and were thought provoking and relevant. Secondly, the fact that the conference facilitated a broad-based participation by eminent people from across the spectrum of professions. These include the military, police, civil administration, academia, and so on. Broad-basing and unity of effort are vital to achieve the synergy so essential amongst various agencies involved in peacekeeping operations.

Co-ordination amongst different types of actors, including the host country's government, donors, UN agencies and non-governmental organisations is perhaps the most challenging aspect of humanitarian emergencies. In this "inter-agency" approach, civilian administrators, NGOs and paramilitary forces are vital to consolidate the situation, once the Armed Forces have done the initial stabilisation. The United Nations needs to have an effective capacity to co-ordinate and harmonise the efforts of these players. There is also a need to develop an ethos for better understanding and mutual respect between civil and military organisations with regard to each other's working methods and relative competencies.

Above all, we need to remember that peacekeeping operations are a means for ensuring peaceful settlement between parties to a conflict, and are not an end in themselves. Peacekeeping is also not a substitute for developmental work or nation-building. Hence, successful peacekeeping should not be just restricted to diplomatic or military efforts. It also means recognising and addressing underlying socio-economic or ethnic causes of a conflict situation. All these issues are also those that need to be addressed while training peacekeepers, and I am sure that you have discussed them during the course of this conference.

Training for troops earmarked for peacekeeping duties is a particularly important task, as individuals trained for high intensity warfare need to be oriented to the peacekeeping ethos of the "blue helmets" and also educated about local sensitivities. In

addition, they have to learn to work and fight alongside superiors and subordinates from different nations - sometimes nations hostile to each other. All this needs to be done under the aegis of the United Nations Organisation, while keeping your own national authorities reasonably satisfied about your conduct and performance. In essence, it can turn out to be a fine balancing act with little room for manoeuvre or mistake.

In the case of complex emergencies, we may not have the luxury of prolonged planning and preparations to deploy our men and material. When time is at a premium, advance preparation, joint training, and coordination amongst all the elements including the military, police and all other civilian outfits taking part is critical. Only then can we achieve the minimum desired capability of rapid deployment.

While I do not claim to be an expert on training for peacekeeping, I would like to suggest the use of simulators to train peacekeepers to the extent that is possible. With their phenomenal computing power, simulators can today be gainfully used for a variety of purposes. They can sensitise potential peacekeepers to the terrain that they will operate in and the issues and situations that are likely to be encountered in a particular operation. Peacekeepers need to hit the ground running, and it helps if they are reasonably familiar with the environment and people that they will encounter and the techniques that they will employ. Separate capsules can be generated for different categories of peacekeepers, including civil servants, policemen, etc. It helps that today all this can be done by networking people across the globe, thus resulting in substantial economy of expenditure.

Training is also attaining an extremely important dimension because of the sudden proliferation of intra-state conflicts world-wide since the end of the Cold War. Just the continent of Africa has seen 15 major conflicts –old and new. There are 17 UN peace operations and missions in operation today, with the involvement of over 80,000 troops from several countries. A large majority of these peacekeepers are from the Indian sub-continent, and hence it is only appropriate that the region should take a keen interest in training the peacekeepers as well.

For all the good that has been done by UN peacekeepers the world over, it would be naive to pretend that these operations have always been smooth or problem free. For most of us, the pulls and pressures, the complex interplay of forces, and the stresses of functioning in what can best be described as a "twilight zone" are perhaps beyond comprehension. Our own peacekeepers have often returned home unhappy and frustrated with their inability to make substantive headway towards their perceived goals. There are many reasons for this.

Unanimity is seldom achieved in the UN about launching peacekeeping operations, and nations are often hypocritical about their stated and actual intentions. Critics sometimes argue that UN interventions hark back to paternalistic ideas of colonialism. Culture gaps between UN troops and host nation and between different UN contingents can create problems. Many countries see peacekeeping operations as a threat to participating troops: threats not just of physical violence but of psychological stress, deployment fatigue, and risk from substance abuse or HIV/AIDS. And at the end of the day, there is the perpetual criticism of the UN either for not having done enough or for having left conflicts unresolved.

For all that, our world is indeed a much, much better place because Lester Pearson's vision has ensured that the ubiquitous "Blue Beret" will appear, sooner or later in every conflict ridden, war-torn trouble spot on the globe to try and bring peace and tranquillity to its people. The problems that I just mentioned are all amenable to solutions, and forums such as this are perhaps best placed to evolve them.

India has right from its inception, been a staunch supporter of the United Nations Organisation and the ideals that it represents. We have therefore been consistently active in UN peacekeeping operations and there has rarely been a period when, in one capacity or the other, India has not been engaged in this key activity of the United Nations. We see peacekeeping activity of the United Nations as an international obligation on those who have the capability to participate in it, and we have stoically accepted the sacrifices which our officers and soldiers have made in discharging this obligation. This commitment from India to UN peacekeeping is undiminished and will continue.

Since India is a staunch believer in the UN and its processes, we have not wavered from our view that the UN is the best arbiter of any conflict situation. One does witness some support for regional arrangements for peacekeeping, and we ourselves undertook peacekeeping operations in neighbouring Sri Lanka in 1987. However, on balance, we feel that the unique role of the United Nations, especially in peacekeeping, cannot be usurped by other organisations as it would lack legitimacy.

It also begs the question that if resources for peacekeeping can be found by regional arrangements, why cannot the same resources be made available to the United Nations. It is undeniable that greater analytical capacity within the UN, together with improved inter-agency information sharing and strategic planning would strengthen the Secretary General's efforts in this area. Training of peacekeepers, therefore, is also important to build upon the credibility of the United Nations as well.

It gives me immense pleasure to learn that the Centre for UN Peacekeeping has been elected to take over the reins of the Secretariat of the IAPTC from Pearson Peacekeeping Centre (PPC), Canada. I am sanguine that various agencies of the Indian Government, especially the Armed Forces, will provide necessary impetus and support the objectives and goals of the Centre. This endeavour, I am sure, will receive the assistance and guidance of veteran peacekeepers and the peace activists across the world for meaningful contribution in spreading and refining education and training on peacekeeping.

Ladies and Gentlemen, with these reflections on an intellectually stimulating and information packed Seminar, I would like to thank all the participants for their valuable contribution towards our understanding of wide spectrum of issues related to complex peace operations. Finally, my special compliments to Centre for UN Peacekeeping for conducting such an important event with great efficiency and interest.

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## DETAILED PROGRAMME

### “TRAINING FOR PEACE : COOPERATION AND COORDINATION”

<u>Date</u>	<u>Time</u>	<u>Event</u>	<u>Remarks</u>
<b>20 Oct 05</b> onwards		Arrivals / Administration and Registration	
<b>24 Oct 05</b> <b>Monday</b> (Dress : Casual)	0900 - 1730	Arrivals <b>Delhi Tour</b>	Departure at 0900h
	2000 - 2200	Icebreaker / Poolside Dinner (Dress : Smart Casual)	Centaur Hotel
<b>25 Oct 05</b> <b>Tuesday</b> (Dress : Formal/ Uniform/ National)	0800	Departure from Hotel for Executive Committee Members	
	0830 -0930	Executive Committee Breakfast Meeting – 1	USI Pavilion
	0900	Departure from Hotel (For Balance Participants)	
<b><u>Opening Session</u></b>			
	1000 -1005	Welcome Remarks - Lt Gen (Retd) Satish Nambiar, Director USI	USI Auditorium
	1005 - 1015	Address by Maj Gen JK Attipoe, IAPTC President	
	1015 - 1035	Opening Address by Mr Shyam Saran, Foreign Secretary	
	1035 - 1045	Address by Lt Gen RK Mehta, Military Advisor, UN DPKO	
	1045 -1115	<b>Refreshment Break</b>	USI Lawns

<u>Date</u>	<u>Time</u>	<u>Event</u>	<u>Remarks</u>
	1100 - 1130	Media Interaction : Lt Gen RK Mehta, Maj Gen JK Attipoe, Ms Suzanne Monaghan and Col RK Rajput	
	1130 - 1140	Group Photograph	
	1140 - 1220	Overview of the Programme by IAPTC Secretariat	USI Auditorium
	1220 - 1300	Functional Committee Introductory Meetings	Military Group in Auditorium, Civilian Group in Seminar -1, Civpol Group in Seminar – 2
	1300- 1400	<b>Lunch</b>	USI Lawns
<b><u>Session – 1</u></b>			
	1400 -1430	Keynote Address	HE High Commissioner Kamlesh Sharma
		<b>Strategic Issues</b>	
	1430 -1450	High Level Panel	Lt Gen Satish Nambiar
	1450 - 1510	Millennium Goals (SG's Report – “In Larger Freedom”)	Anja Kaspersen
	1510 - 1530	Stability & Reconstruction	Anthony Anderson
	1530 - 1600	<b>Refreshment Break</b>	USI Lawns
	1600 - 1645	Panel Discussion <b>Moderator</b> :David Lightburn	
	2000	State Reception Dinner (Dress : Formal) (Departure from Hotel 1930)	Army Battle Honours Mess

<u>Date</u>	<u>Time</u>	<u>Event</u>	<u>Remarks</u>
<b>26 Oct 05</b> <b>Wednesday</b> (Dress : Smart Casual)	0815	Departure from Hotel (All)	
<b><u>Session – 2</u></b>			
<b>Strategic Issues (continued)</b>			
	0900 - 0930	Integrated Missions Project	Anja Kaspersen
	0930 - 1000	STM - 3	Valentin Segura
	1000 - 1030	Panel Discussion <b>Moderator</b> :Andreas Vogt	
	1030 - 1100	<b>Refreshment Break</b> <b>UN Training Presentations</b>	USI Lawns
	1100 - 1120	An Overview of Training and Advisory Group	Lt Gen RK Mehta (Military Advisor)
	1120 - 1135	Best Practices Unit	Paul Keating
	1135 - 1150	Training and Evaluation Service	Valentin Segura
	1150 - 1205	Civil Police Division	Ajay Bhatnagar
	1205 - 1220	Civilian Training and Development Section	Dawn Denvir
	1220 - 1300	Panel Discussion <b>Moderator</b> :Harvey Langholtz	
	1300 -1400	<b>Lunch</b>	USI Lawns
<b><u>Session – 3</u></b>			
<b>Regional Perspectives</b>			
	1400 - 1420	Asian Perspective	Ryoichi Horie
	1420 - 1440	EU Perspective	Amb Michael Sahlin
	1440 - 1500	African Perspective	Festus Aboagye
	1500 - 1530	Panel Discussion <b>Moderator</b> - Mr Virender Dayal	
	1530 - 1600	<b>Refreshment Break</b>	USI Lawns



<u>Date</u>	<u>Time</u>	<u>Event</u>	<u>Remarks</u>
		<b>Information Briefings</b> <b>Moderator:</b> Brig Gen Alfred Ilogho	
	1615 – 1630	UNITAR	Harvey Langholtz
	1630-1645	Challenges Project	Jonas Alberoth
	1645-1700	CUNPK	Raj Rajput
	2000	Citilights Evening (Dress : Casual)	Departure from Hotel : 1930h
<b>27 Oct 05</b> <b>Thursday</b> (Dress : Smart Casual)	0815	Departure from Hotel (All)	
		<b><u>Session – 4</u></b>	
	0900 - 1000	Ideas Bazaar	USI Lawns
	1000 - 1030	<b>Refreshment Break</b>	USI Lawns
	1030 - 1300	Functional Group Discussions (3 x Groups)	Instructions to follow
	1300 - 1400	<b>Lunch</b>	USI Lawns
	1400 - 1700	Multi-Functional Group Discussions (4 x Groups) <b>Group 1:</b> Education and Training for the Rule of Law <b>Group 2:</b> Use of Education and Training in Promoting a Culture of Cooperation and Coordination in Peace Operations <b>Group 3:</b> More Effective Multifunctional Training through the Adaptation of Military Exercises <b>Group 4:</b> Moral Responsibility in Peace Operations	Instructions to follow.
	1930	Cultural Evening and Farewell Dinner (Dress : Smart Casual) (Departure from Hotel 1900)	Air Force Auditorium & Lawns

<u>Date</u>	<u>Time</u>	<u>Event</u>	<u>Remarks</u>
<b>28 Oct 05</b>			
<b>Friday</b>			
		<b><u>Session - 5</u></b>	
		(Dress : Formal / Uniform)	
	0730	Departure from Hotel for Executive Committee Members	
	0800 - 0900	Executive Committee Breakfast Meeting - 2	USI Pavilion
	0815	Departure from Hotel (For Balance Participants)	
	0900 - 1000	Functional Group : Presentations & discussions <b>Moderator:</b> Capt Rodrigo Sanchez	USI Auditorium
	1000 -1030	<b>Refreshment Break</b>	USI Lawns
	1030 - 1130	Multifunctional Group Presentations & discussions <b>Moderator</b> :Festus Aboagye	USI Auditorium
	1130 - 1215	Functional Committee : Points for AGM	
	1215 -1300	Functional Committee : Elections	
	1300 - 1400	<b>Lunch</b>	USI Lawns
	1400 - 1500	AGM	USI Auditorium
	1500 - 1520	Briefing of IAPTC 2006 in Chile	Rodrigo Sanchez
	1520 - 1600	Conference Summary and Seminar Wrap up	Outgoing President, Host and IAPTC Sectt
	1600 - 1630	Closing Address by Adm Arun Prakash, Chief of Naval Staff Vote of Thanks	USI Auditorium Host
	1630 - 1700	<b>Refreshment Break</b>	USI Lawns
	1700	Bilateral Meetings & Embassy Trips	
	1700 - 1730	Executive Committee Meeting – 3	Seminar - 2
<b>29 Oct 05</b>	0700 - 1730	<b>Agra Tour</b>	<b>Departure from</b>
<b>Saturday</b>		<b>(Dress : Casual)</b>	<b>Hotel 0630h</b>
<b>30 Oct 05</b>		<b>Departures</b>	
<b>Sunday</b>			

