

# Meeting the Challenges of Peace Operations: Cooperation and Coordination

Challenges Project  
Phase II Concluding Report 2003–2006

Executive Summary and Conclusions

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## Executive Summary and Conclusions

### Contents

Foreword .....	5
Acknowledgements .....	7
Executive Summary and Conclusions .....	9
<i>Introduction</i> .....	9
<i>The Dynamic Nature of Peace Operations and the Challenges of     Change: Cooperation and Coordination in a Turbulent Security     Environment</i> .....	10
<i>Cooperation and Coordination – The Regional Dimensions of     Peace Operations</i> .....	13
<i>Cooperation and Coordination – Rule of Law</i> .....	17
<i>Cooperation and Coordination – Education and Training</i> .....	22
Annex 1: Challenges of Implementation Working Paper .....	27
Annex 2: Challenges Phase II Seminars’ Chairmen, Speakers, and Rapporteurs .....	35
Annex 3: Challenges Phase II Seminars’ Presentations relevant for Chapters 1-4 .....	43
Annex 4: Acronyms .....	52
Annex 5: Project Partner Organizations .....	56
Annex 6: Project Sponsors .....	57



# Foreword

The international community needs to strengthen its total capacity for planning, conducting and evaluating peace operations. As a collegial endeavour, the international project *Challenges of Peace Operations: Into the 21<sup>st</sup> Century* was initiated in Stockholm in 1997. It is a manifestation of a broad multinational effort that seeks to improve the international community's response to these significant challenges, now and in the future. The findings of the first phase of the project were presented to the UN Secretary-General by my predecessor, the late Anna Lindh, on behalf of the Project Partners in April 2002.

As the international community continues to face daunting challenges of peace operations in Africa, the Middle East, the Balkans, and elsewhere, the Partners decided to continue their cooperation and address in more depth some of the challenges identified in Phase I. The present report, *Meeting the Challenges of Peace Operations: Cooperation and Coordination*, is timely and relevant. It focuses on key challenges such as the regional dimensions of peace operations, rule of law, and education and training.

The challenges of contemporary, complex peace operations need to be tackled on many levels, by many actors, and in many and difficult circumstances. The project provides an important platform upon which a broad range of civilian, police and military expertise from six continents have been able to meet for deliberations on these important issues. The project also aims to foster and encourage a culture of cross-professional cooperation and partnership. The partnership, which has grown over time, now consists of partner organizations from 14 countries. Some organizations are closely connected to, or are part of, their respective governments, while others have a more independent position. This combination has proved to be a rich source of expertise and a format conducive to a fruitful, broadly representative, dialogue.

The present report does not necessarily represent official governmental positions, but is an important and independent contribution to the international dialogue on how to enhance the total international capability of multinational peace operations. This offers us as governments and members of the international community an opportunity to assess the analysis of the report, and to take action to ensure the effective implementation of its recommendations, when and where appropriate, in order to meet the challenges of peace operations of the 21<sup>st</sup> century.

Laila Freivalds  
Minister for Foreign Affairs of Sweden



# Acknowledgements

Given the nature of this broad and long-standing common undertaking, a process of cooperation and coordination itself, it would be impossible to list the many institutions and individuals that have contributed to the project effort. The Project Partners' deep gratitude and appreciation are extended to all. Nevertheless, in focusing on the institutional commitments and contributions that have been made, a number of groups and organizations stand out.

First and foremost, special thanks are extended to the speakers, seminar participants, and Partner members of the working groups who have made the deliberations and work of the project both possible and fruitful (see Annex 2–3, 5). Important contributions have also been made by representatives from Partner Countries who have reviewed the report and analyzed its contents.

Australia, Sweden and the new Partners in Phase II, Turkey, Nigeria, China, and the United Kingdom, hosted valuable seminars, each producing a separate Challenges Seminar Report on the topics discussed at their respective meeting (see [www.challengesproject.net](http://www.challengesproject.net)).

The Challenges Project and this report would not have been possible without the crucial support received from governmental organizations in Argentina, Australia, Canada, China, India, Japan, Jordan, Nigeria, Norway, the Russian Federation, South Africa, Sweden, Turkey, the United Kingdom and the United States. Important contributions have also been made by a number of public and private sponsors (see Annex 6).

Representatives at the Permanent Missions to the United Nations of the Partner Countries and officials of the Department of Peacekeeping Operations have played an important role in providing insights from the perspectives of the United Nations and its headquarters in New York.

The report, based essentially on the detailed work of the seminars, has been edited by the Project Coordinators and the Rapporteurs of working groups chosen by the Project Partners.



# Challenges Project Concluding Report 2006

## Executive Summary and Conclusions

1. This report is the product of a number of seminars that took place between November 2002 and March 2005 aimed at developing joint recommendations for strengthening international peace operations. It follows in the footsteps of the Concluding Report of earlier work entitled “Challenges of Peace Operations: Into the 21<sup>st</sup> Century” that was presented to the Secretary-General of the United Nations, Kofi A. Annan, in April 2002. In that report, the Project Partners concluded that an area of peace operations that demanded more attention and inspired initiative was that of multinational and multicultural cooperation and coordination, and this became the over-arching theme of the second phase of the Challenges Project.

2. As before, the aim of the project has been to bring to bear the collective knowledge and views of participants on the challenges of peace operations, and to take matters further by setting out ways by which some of those challenges may be met through significantly improved cooperation and coordination.

3. In the second phase, the circle of Project Partner Organizations was enlarged by the addition of new Partners from Turkey, Nigeria, China and the United Kingdom. The content and findings of this report were developed from inputs from experts and generalists (in the area of peace operations) at the seminars, and from teams in subsequent drafting sessions according to the specific areas of interest and expertise among the Partner Organizations. Given the ongoing project process over several years, some of the conclusions and recommendations arrived at have already been, or are in the process of being, implemented. Others still require attention by the International Community before agreement is reached, and implementation is possible. This document contains recommendations of both kinds. The chapters that follow and their respective recommendations have been reviewed by all the Project Partners, representing views from 14 countries in Africa, the Americas, Asia and Europe. However, since some of the Partner Organizations are part of or closer to their governments than others, the recommendations contained herein do not necessarily represent the agreed policies of any government. That said, the success – or failure - of multilateral peace operations continue to depend very heavily on the extent to which support from Member States is forthcoming. It is in the interests of enhancing that support that this report is presented.

# The Dynamic Nature of Peace Operations and the Challenges of Change: Cooperation and Coordination in a Turbulent Security Environment

4. Modern peace operations face enduring and intimidating challenges in a rapidly changing international security environment. At the same time, the local security environments into which recent peace operations have been deployed are among the most difficult and least-governed of any that international operations have ever encountered. The pace of deployments has increased and while a majority are still undertaken with the consent of the major parties to the conflict, almost all peace operations launched in the present decade have been given, for good reason, Chapter VII 'peace enforcement' mandates. By the end of October 2005, the total military and police strength of the 18 active UN peacekeeping missions stood at over 69 000, added to which there were some 15 000 international and national civilian staff and UN Volunteers in the field, bringing the deployed total to 84 000 personnel. These numbers together with those operations with personnel not under UN command, such as in Kosovo, Afghanistan, Iraq, and the Solomon Islands, underline the extent to which such operations place high demands on the international community at large.

5. Increasingly, operations have taken on a hybrid character, with two or more organizations responsible for different elements of the international response. Differences in circumstances have led to no standard form being adopted, and thus the UN has sometimes deployed troops alongside those of other organizations with or without formal coordination, or preceded or followed a multinational, regional or bilateral force, with responsibilities and relationships changing as the mission matures.

6. Of the factors that have driven the changes in the nature of the security threat during the past few years and their implications for peace operations, two stand out as major challenges and risks – the consequences of weak/fragile or failed states, and the threat of terrorism. They differ in significance from country to country and from region to region. However, both sets of challenges constitute serious threats to life, property, social stability, public order and established governmental authority, and have impelled the international community to devise actions to address them, including robust multifunctional peace operations under Chapter VII mandates and specific countermeasures against terrorism.

7. With respect to the conduct of peace operations in weak/fragile or failed states, such states not only fail their own peoples, but constitute power vacuums attractive to terrorist groups and organized crime alike – thus posing a threat to the wider international community as well. The peace operations deployed in these states have needed mandates covering a wide spectrum of tasks, often far beyond

the traditional training and duties of soldiers and police. These situations have in turn demanded unexpected dimensions of local administration, civil-military cooperation, institutional initiative, mission innovation, and at times much personal courage. It is Africa that has had to endure the most extensive experiences of humanitarian crises, breakdown of governance, conflict and wars, widespread lawlessness and criminality, and the movements of refugees and internally displaced persons. Not surprisingly, therefore, Africa has been the principal geographic focus of UN peace operations in recent years.

8. The increase in terrorism has also had an impact on the conduct of peace operations. The environment in which UN military and civilian peacekeepers were earlier seen as impartial, neutral and serving a good cause to all, has been worsening for years, at least since the attacks on UN peacekeepers in Somalia and the taking of UN troops as hostages in Bosnia in the mid-1990s. Now UN peacekeepers have to be regarded as being at much higher risk, and accordingly much greater caution has to be exercised in their deployment. Moreover, greater security arrangements involve greater costs, adjusted operational concepts and techniques, and the new situations argue for much better field intelligence, to anticipate and to thwart such attacks.

9. Complex, multinational, multicultural and multi-dimensional peace operations normally take place in difficult political, security, economic and humanitarian environments and therefore require effective co-operation and coordination. Co-operation is as much an attitude as it is a physical act. It is a willingness to explore possibilities in partnership with other stakeholders and, if agreed, to pursue a course of action. Coordination implies cooperation, but extends further to the systematic use of policy and actions to achieve mandated aims in a cohesive and effective manner by leading, planning, managing, negotiating and implementing.

10. In seeking to achieve the objective of sustainable peace, peacebuilding and development activities have increasingly been recognized as being just as important as providing physical security. However, the question of who should carry out such activities has resulted in overlapping of interests and responsibilities and at times institutional clashes between the different actors, raising questions with regard to policy aspirations versus operational capacities. Discussions between security and development actors on these issues should be more actively encouraged if the international community is serious about effectively and sufficiently addressing all such activities in immediate post-conflict environments.

11. Separately, in most countries, there is no effective working linkage between field requirements, available personnel, financial resources, recruitment systems, training needs, training capabilities, deployment mechanisms, and evaluation systems. There is, for example, normally no stated national requirement for the pre-training of personnel, and due diligence with regard to the safety of nationals being

deployed to a conflict or post-conflict zone is often overlooked. Some countries include some training for police, but in general, official national training, for a variety of reasons, is often limited to those engaged in military-related duties. Often there is no clear national point of contact from which the UN or regional and international organizations can seek specific assistance. Cooperation and coordination under these circumstances are therefore a very real challenge.

12. With respect to operations, the principal areas for cooperation and coordination in a mission include: operational concept development; detailed operational planning; conduct of operations, including specific operations related to security; governance; institution building; rule of law (ROL); disarmament, demobilization, and reintegration (DDR); security sector reform (SSR); human rights; gender; refugee return and humanitarian assistance; information sharing; operational priority setting; resolution of inter-cultural conflicts; education and training; and the evaluation of progress. At the international level, there is an emerging recognition that government departments and agencies, the armed forces, education and training institutions, national NGOs, representative offices from IOs and UN agencies, and the private sector all need to work together more closely with respect to national contributions to international peace operations.

13. However, the efforts of external actors will be for naught if the people who must live with the consequences of success or failure, namely the people of the concerned country, are not fully engaged in and committed to the peace. While much time and energy are spent on attempting coordination between international actors, enhanced efforts should be devoted to improving the partnership with the local population and the national institutions. From the outset, it is important to also include the media and academia in early contacts, and to progressively engage like-minded groups in a process of reconciliation; groups such as veterans, business community, widows, youth and religious leaders, to name but a few.

14. In seeking to meet these many and diverse challenges, the Project Partners focused attention on three particular areas: regional dimensions and capacity enhancement, implementing rule of law, and education and training. These areas are explored in greater depth in Chapters 2, 3 and 4 of the report.

15. Chapter 1 concludes with a call for **action** in meeting the challenges of cooperation and coordination:

- Action by governments to think imaginatively and act cooperatively in providing resources, facilities and assistance.
- Action by secretariats, training centres, agencies and programmes to improve effectiveness by agreeing on common standards and adopting joint approaches to common problems.

## Cooperation and Coordination: Regional Dimensions of Peace Operations

16. To realize the vision of an “interlocking system of peacekeeping capacities”, a number of measures could and should be taken by UN Member States, working in cooperation with the UN Secretariat as well as the secretariats of their respective regional organizations. This report therefore reviews major issues and obstacles to better UN-regional and regional-regional cooperation and coordination and makes recommendations with regard to ways in which those obstacles may be overcome, cooperation and coordination improved, and operations made more effective and thus less costly in the long run.

17. Key functional elements of cooperation and coordination in the relationship between the United Nations and regional organizations and arrangements are identified and addressed: issues of consensus and complementarity; memoranda of understanding; early warning, liaison and information sharing; conflict prevention and peacebuilding; and procedures and guidelines for mission handover. To actively promote capacity-building and enhancement in regional organizations, recommendations are put forward to address shortages related to headquarters and planning structures; guidelines, doctrines, strategies; sustaining operations; financing operations and financial assistance.

### *Cooperation and Coordination between the UN and Regional Organizations – Recommendations*

18. The primary responsibility of the UN Security Council for international peace and security, and the complementary nature of actions by the UN, Regional Arrangements and Member States, are now widely recognized. Throughout the Phase II Challenges Seminars many participants spoke of the magnitude and complexity of the challenges to hand, that also necessitate action by nations and regions, with the UN system not expected to carry full responsibility for such endeavours. It is necessary to ensure that actions that are taken at regional and international level are properly linked and optimized to maximum effect and that Member States provide the resources and political will to support such a complementary process. To support the idea of synergy and complementarity, a number of Project Partners suggested that the full contributions of military, police and civilians and other support by Member States to UN-authorized regional peace operations should be reflected in relevant statistics.

19. In peace operation matters, the links established between the UN and regional organizations and arrangements are still limited. Challenges seminar participants have called for the establishment of joint consultative mechanisms and meetings to be held on a regular basis to promote more effective and coordinated inter-

national action and are pleased to note recent progress made. These agreements and others must now be transformed into practical formats for regular and operational co-operation. The UN Secretary-General should move towards implementation of decisions taken at the recent World Summit to institute memoranda of understanding between the UN and other organizations as appropriate. At the working level, the linking where practical of early warning arrangements through communication and computer systems would allow the exchange of unclassified background data and evolving information about a developing crisis. The UN, regional organizations and Member States should also establish a regular process for developing and exchanging measures of effectiveness for the civilian, police and military components after a mission is completed (or steady state achieved) or contributing forces and personnel have exited.

20. The Project Partners have stressed the importance of improving liaison. The exchange of civilian, police and military staff and liaison officers between the UN and regional organizations, and between various regional organizations, is an important aspect of transparency, a practical way to implement cooperation, and should be encouraged at all levels and in a systematic manner. Such exchanges, and opportunities to attend “lessons learned” and best practices studies and seminars, can bring significant benefits and, in turn, need to be properly funded. This should be one of the priorities for the first in the series of foreseen regular meetings between the UN and regional organizations, and lessons should be drawn from recent models of liaison between secretariats as well as within actual operations.

21. For cooperation and coordination in peacebuilding, the Partners welcome the decision at the 2005 World Summit to establish a UN Peacebuilding Commission. Regional organizations are urged to recognize the Peacebuilding Commission as the principal focal point for the coordination of peacebuilding activities, and those organizations should also be invited to participate, as relevant, in the development and work of the Commission.

22. Another aspect of liaison and information-sharing arises when the lead responsibility and operational control are transferred from one authority to another. It is likely that there will be a continuing need for effective operational transitions between the peacekeeping forces of regional organizations and coalitions, and the United Nations. In transitions, national or coalition contingents from one organization will often transfer to the operational control of a new authority. Recent experiences with “re-hatting” of this nature, in UNAMSIL, UNMIL, UNOCI, ONUB and MINUSTAH, have demonstrated continuing gaps between equipment levels and logistic support practices of many regional organizations and the different, sometimes higher, standards provided and expected in UN missions. Member States should encourage the United Nations to facilitate the development of compatible guidelines and standard operating procedures (SOPs) for effective transitions between UN and

non-UN peace operations, in close consultation with states and organizations having experience with such transitions.

### *Capacity-Building in Regional Organizations – Recommendations*

23. A major conclusion arising from reviews of peace operations over the last few years is that the ability of most regional and sub-regional organizations to respond rapidly to urgent demands for peace operations, and to conduct operations effectively once deployed, is quite limited. In particular, the capacity for such organizations other than NATO and the EU to plan, mount and sustain operations without a lead nation providing the core of the deployed resources, is limited. Furthermore, where regional organizations have deployed, they have often quickly (within a few months) sought significant support or replacement by the UN or other providers or donors. The Project Partners point to several areas where improvements might be made.

24. One such area would be a permanent strategic headquarters or secretariat within a regional or sub-regional organization that could prepare peace operations policy, guidelines and procedures for future regional operations and would also plan, command and administer any deployed mission for the regional executive. Particular attention should be directed towards multifunctional missions, and the still relative weaknesses in the civilian dimensions of peace operations. To accelerate the development of effective headquarters staffs of developing regional organizations, the Project Partners encourage the United Nations and Member States to assist in training essential planning and other staff elements and assist in the creation of appropriate standby procedures to complement those being developed in the UN civilian, military and police standby arrangements.

25. Another subject area addressed in the report is that of guidelines, doctrines and strategies. An institution's doctrine for peace operations derives from its strategic aims and is highly dependent on the range of tools at its disposal, which vary from organization to organization. To achieve confidence and consistency between contributors to peace operations, a set of guidelines could outline an approach to common activities, laying out the fundamental principles, practices and procedures normally to be followed in meeting the mandates of such operations. The Project Partners argue that the UN, in full cooperation with individual Member States, needs to further refine the guidelines, doctrine and policy for multifunctional peace operations, and then seek to distribute the products widely in the UN official languages. Regional organizations involved in peace operations should contribute to UN efforts and to review such guidance and, where appropriate, adjust and develop their own guidance so as to support the capacity for compatible operations with

the UN. To this end, regional organizations and arrangements should hold regular consultations and seminars on doctrine with the UN.

26. Yet other areas to be improved include the different aspects of gender issues in peacekeeping and the problems related to the prevention of sexual exploitation and abuse. UN guidelines should be considered as the minimum standards applicable universally and should be incorporated in the doctrines of all regional organizations intending to carry out peace operations. Regional organizations should accelerate efforts to fully implement UNSCR 1325 (2000) on women, peace and security.

27. The greatest impediment to enhanced involvement in peace operations of many regional and sub-regional organizations, particularly in Africa, has been the lack of capacity to launch such operations, which involves more than just the technical training and equipping of individuals and light infantry forces for peacekeeping. Particular challenges are faced when conducting multifunctional missions, with one or more civilian components. Important complementary aspects are the provision of essential enabling capabilities, heavy unit equipment and the logistics to allow rapid and efficient deployment, as well as the maintenance of effective administrative and logistic support to contingents in the mission area. Developing regional organizations should consider their own personnel and equipment policies, with the UN standards and reference documents that have been developed from experience as a good basis.

28. Once initiated, the further sustainment of logistic support to field operations is expensive and complicated to manage. The UN has increased its resource efficiency through standing systems contracts with commercial suppliers and by promoting cooperation between peacekeeping operations deployed in the same geographical region. Other systems of logistic support exist based upon military and civilian support experiences. The Project Partners suggest that the UN needs to discuss various logistic support options with regional organizations so as to optimize complementary and effective sustainment of responses. In this context, it has been suggested that Member States should agree to allow the UN to provide equipment support from UN owned resources to regional operations and encourages the early implementation of the UN making strategic deployment stocks available for operations conducted by regional/African organizations.

29. Funding is another area in which more cooperation and coordination between regional organization, the UN and donors is needed. It has been suggested that UN Member States, working through the appropriate UN bodies, should seek agreement on mechanisms to allow regional organizations to draw on the UN assessed budget to carry out peace operations mandated by the Security Council, on a case by case basis. This option must, of necessity, entail a certain degree of condi-

tionality and external oversight on the use of the funds for those regional arrangements that will want to take advantage of it.

## Cooperation and Coordination – Rule of Law

30. The rule of law is the keystone in the creation of the virtuous circle that peace operations seek to achieve, promoting a secure environment that makes economic or political progress possible, which will in turn facilitate the deepening and sustainment of rule of law. In Phase II of the Challenges Project, participants addressed and highlighted rule of law issues relevant to: the legal framework of peace operations; law in a cultural context; the disarmament, demobilization and reintegration of combatants; the application of criminal law; policing; the conduct of military forces; human rights; accountability; and issues arising during transitional administration and assistance. Other issues considered included counter-terrorism and laws applicable thereto; how the military can contribute to a ‘culture of protection’ in peace operations; the use of international stability police units to establish and maintain public security; and issues relating to transitional justice.

31. Particular attention is paid to recommendations on two of these issues: (1) the best means of operationalizing rule of law objectives and achieving rule of law outcomes, particularly in relation to the key aspects of policing, prisons, judicial capacity and law reform and (2) accountability. The development of better cooperation and coordination in peace operations among and between international actors and national and local stakeholders is of fundamental importance to ensure that the rule of law is institutionalized fully in the host nation in a manner that builds local capacity, ensures justice, and fills the rule of law vacuum, that so often exists in circumstances necessitating the deployment of the peace operation. International cooperation and coordination are also essential to address the fundamental importance of holding international actors involved in peace operations legally accountable for their actions and any failure to act.

32. Rule of law as a central objective has been incorporated into a number of missions, including, for example, where the UN has been mandated to support existing structures and processes, and, on more rare occasions, undertake an executive transitional role. Key lessons of recent peace operations experience have further reinforced that it is necessary to develop local capacity not merely for policing, but also in relation to the judiciary and penal system, and to assist the legal system to meet internationally recognized standards. Perhaps above all, it is important that care must be taken to provide a proper mandate for rule of law issues in the first instance. This will ensure not only the legitimacy of rule of law initiatives, but serve as a rallying point for drawing the necessary funding and resource support.

33. The complexity of rule of law challenges in peace operations affects the civilian, police and military components equally and depends to a large extent on the mission context. This can involve environments where there is a total absence of a functioning rule of law apparatus and culture, to one where there is merely a requirement to support or remedy particular points of weakness. To match these differing circumstances, there may be a Security Council mandate that provides full executive authority or there may only be a mandate to provide support to an existing government.

### *Managing Rule of Law Issues in Peace Operations – Recommendations*

34. In managing rule of law issues in peace operations, Project Partners urge that the UN Integrated Mission Planning Process include a rule of law planning check list and should assess the context of a proposed operation for legal and cultural considerations, for the scope of deficiencies likely to be encountered and for key points of intervention that may be required. To that end, rule of law specialists, police and military planners should be jointly involved in pre-mission assessments to identify what law enforcement, judicial and penal functions the mission will initially need to perform, including the proper legal and logistic management of detainees.

35. Partners welcome the establishment of a UN Standing Police Capacity, at present due to be launched by July 2006. Other areas, receiving less attention but of equal importance relate to prison and probation officers, the provision or rehabilitation of prison facilities, criminal investigation and intelligence, crowd control and the judiciary. As a complement to the UN's Standing Police Capacity, an effective standby arrangements system that contains rosters of individuals or functions (including the range of policing specialties as well as judges, magistrates, investigative judges, lawyers, administrative, prison and probation officers and personnel), who can be called upon for operations, together with effective police and rule of law training programmes for various personnel, should be developed by the UN and actively supported and contributed to by Member States.

36. Effectively addressing the sources, not just the symptoms, of inter-group violence and obstruction of the peace process entails a number of cooperation and co-ordination challenges. To deal with the threat of violence directed against the peace process or the mission, integrated mission planners must enable an effective human intelligence plan based on building a sound relationship with the community, addressing its grievances and offering security from intimidation by would-be spoilers. Other key recommendations include a sound public media and education strategy, an ombudsman or other mechanism for the local community to air grievances, such as a mission dispute resolution or claims unit, and also mechanisms to address

war crimes and other atrocities, such as transitional criminal codes or codes of procedure, and traditional or customary processes.

37. Particular problems are related to the successful transfer of the responsibility for rule of law from the international mission to the indigenous authorities, when faced with an executive Security Council mandate. An international operation must develop a visibly holistic approach to managing rule of law objectives, in order to ensure the coordination of law enforcement, judicial reform, law reform and human rights, and coordination of the many partners engaged in addressing these issues. The need to take such an approach is generally recognized, but the international civilian capability frequently does not exist to put this concept effectively into practice at the inception of a mission. The transition process must be planned from the very beginning so that, for example, as police recruits are trained and demonstrate their competence, policing responsibilities can be transferred increasingly to indigenous personnel. The aim of any international support should not be to create replicas of their own home paradigms, but primarily to make themselves redundant and to support the development of a rule of law matrix that will be fully accepted by the assisted State.

38. The chapter underlines the need to institute performance safeguards to ensure that public security entities and overall judicial processes actually serve the public interest, respect minority rights, dispense justice equally, and maintain their autonomy from corrupting forces. The community must have channels for airing their grievances and mechanisms for pursuing effective remedies. Measures to ensure the independence of the judiciary must be instituted and good governance supervisory mechanisms introduced with appropriate dismissal and prosecution powers. Measures to ensure a free press will assist in the effort to ensure transparency and fidelity. These and other aspects must be reflected already in the planning phases of a mission.

39. The Project Partners identified two key opportunities for promoting rule of law in peace operations: the newly established UN Peacebuilding Commission (PBC) and the Peacebuilding Support Office (PSO), and secondly, building regional peace operations capacity, including through paying particular attention to civilian components.

40. At the time of writing the report, details regarding membership, structure and institutional relationships within the UN of the Peacebuilding Commission were yet to be resolved. However, consensus is building that it should serve to focus attention on the reconstruction and institution building efforts necessary for recovery from conflict, with a view to provide an effective UN transition support capability. There is strong support for it being mandated to provide recommendations and information to improve coordination of all relevant peacebuilding actors,

develop best practices and help to ensure predictable financing for early recovery activities, extending the period of international engagement in the recovery effort.

41. Key rule of law aspects that these mechanisms should address include: disarmament, demobilization and reintegration; security sector reform; transitional and gender justice; legal reform, electoral support and good governance; doctrine and reference resources; assessment and plans; coordination and liaison; and human resources.

42. The Peacebuilding Commission and the Peacebuilding Support Office, together with the international effort being mounted by the EU, G8 and others to develop regional peace operations and peacebuilding capacity, could play an important role in the development of regional rule of law organizational capacity. One example would be the creation of regional Rule of Law Centres of Excellence. Regional centres could bring to bear expert knowledge of the cultural and legal contexts of assisted states and ameliorate regional factors (e.g., facilitating the acceptance of assistance in neighboring States and cooperating in cross border aspects). These centres could play a strong preventative role as well in fostering good governance and reform options. They could be responsible for the training and mentoring of experts prepared to commit to standby arrangements for deployment or provide consultancy support. Project Partners recommend that Member States should consider supporting the development of regional Rule of Law Centres of Excellence.

### *Accountability within Peace Operations – Recommendations*

43. It is accepted that States, organizations and individuals involved in the creation, management and conduct of peace operations should be accountable for their actions, and on some occasions, their omissions. However, the exact boundaries of this accountability are much more controversial. Three central questions must be examined: to whom States, organizations and individuals are accountable; what accountability standards should be set for military, police and civilian peacekeepers, and who should set them; and what mechanisms are appropriate to hold the myriad of actors involved accountable.

44. Depending on the circumstances of the deployment, States, organizations and individuals in peace operations are accountable to, amongst others: the UN and Member States of the UN; regional organizations and Member States of those organizations; other international organizations; host nations; troop contributing States to that particular peace operation; national organizations; non-governmental organizations; and the general population. Accountability can therefore become extremely diffused and confusing as military and civilian peacekeepers, humanitarian agents and contractors try to identify the myriad of relevant organizations and bodies to which they can, should or must report. This often leads to misunderstandings

as to responsibility, lack of transparency, and lack of appropriate redress of grievances.

45. Two particular examples of accountability standard setting are addressed. First, attention is drawn to the Secretary-General's Bulletin concerning "Special Measures for Protection from Sexual Exploitation and Abuse" in UN peace operations,<sup>1</sup> and the so called "Zeid Report" of 24 March 2005<sup>2</sup>, calling Member States to take vigilant action. The Project Partners urge that the UN should continuously review its Standard Training Modules (STM) to ensure the issues and recommendations of the Zeid Report are adequately covered, and refine them if necessary. The model UN Stand-by Arrangements System MOU should be amended to include an undertaking to meet STM training standards for personnel conduct, thereby stressing the responsibilities of the personnel contributing states, and it was suggested by some that the UN Training and Evaluation Service should include an inspector-general who could monitor the adherence to STM standards and provide confidential recommendations to personnel-contributing countries in this regard.

46. The second example concerns private contractors. Member States and international organizations should develop more effective and efficient measures to enhance the accountability of international contractors who provide services to peace operations. More specific recommendations to consider include developing general principles and guidelines for employing and managing contractors; a generic or model contract (including remedial measures for dealing with unsatisfactory conduct by personnel and with any damage or injury that may be caused by them) that may be used as a basis for employing and managing contractors; and a mission specific code of conduct for employing and managing contractors.

47. The development of complex peace operations, the many actors involved in the planning, management and conduct of such operations, and the growing evidence of some of the adverse consequences that arise from the deployment of military and civilian peacekeepers suggest strongly that there is a need to develop more effective and efficient mechanisms of accountability. Among other suggestions, the Project Partners support that an Ombudsman should be instituted for each mission, that all peacekeeping forces should be properly supported by a welfare capability, and that Member States should ensure that the issue of accountability in peace operations is integrated into their doctrinal development as well as fully integrated into relevant curricula for pre-deployment training and education of military, police and civilian peacekeepers.

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<sup>1</sup> Secretary-General's Bulletin, 'Special Measures for Protection from Sexual Exploitation and Sexual Abuse', ST/SGB/2003/13, 9 October 2003.

<sup>2</sup> *A Comprehensive Strategy to Eliminate Future Sexual Exploitation and Abuse in United Nations Peacekeeping Operations*, UN Doc A/59/710, 24 March 2005.

## Cooperation and Coordination – Education and Training

48. The international community faces a major challenge in meeting the recent surge in demand for qualified peacekeepers. States are primarily responsible for supplying peace operations with properly trained personnel. Appropriate education and training of peace operations personnel—military, police, civilian—are critical, for reasons of both operational effectiveness and personal and collective safety and security in these challenging mission environments.

49. The past three years have seen a number of positive developments in peace operations education and training, including advances in, and general acceptance of, the UN's structure, policies and resources, standards and guidelines for peace operations education and training, and new and enhanced institutions for the development and delivery of education and training.

50. The Project Partners, in their consideration of areas of training that should be given priority, identified several areas of critical importance to the effectiveness and efficiency of complex peace operations: Rule of Law; Security Sector Reform; Disarmament Demobilization and Reintegration; Discipline, Conduct and Professionalism; and Cooperation and Coordination. The common thread that consistently runs through these areas is an emphasis on the multidisciplinary nature of the peacekeepers involved – military, police and civilian – and therefore the need for training programmes that bring them together to understand each other's tasks and develop the necessary skills.

51. To achieve this, the Project Partners made suggestions regarding multidisciplinary education and training, the use of modern technology, and the need for measures of assessment and evaluation. Soldiers, police, and civilian personnel serve together in complex peace operations, but rarely train together beforehand, and often have very little direct knowledge of the others' professional culture. Those involved in organizing multidisciplinary training and exercises need to understand from the outset that there is a significant need to facilitate civilian participation, beginning at a political level with the provision of the financial resources necessary to enable civilians and police to contribute to an exercise. Additional induction training, specialized safety training unique to the mission, and further sustainment training related to specialized aspects of a mission or new operational approaches, should also be considered at appropriate junctures during the mission.

52. Proven computer-assisted exercise capability exists within various training institutions in a growing number of Member States. As technology advances and availability increases, it should be possible to do a considerable amount of learning on-line, with people coming together mainly to share experiences, to simulate a peace operations environment by problem-solving together, and for immediate pre-deployment and group development training. In addition, Advanced Distributed

Learning can complement existing or planned courses, problem-based learning and exercise pre-training. Many institutions, including in Partner Organizations States, have such a capability and are encouraged to advertise and actively cooperate in sharing the content with others. One way is for education and training institutions to more actively use the UN website in preparing courses and exercises, but also to contribute information on courses available, current lessons-learned reports, seminar results, project details, and planned peace operations activities.

53. Assessment of the retained knowledge or skills following participation in a training activity is a particular challenge. Although testing and performance measurement is a growing focus of mainstream educational practice, this subject can be politically very sensitive for courses involving international participants. This is particularly the case for civilian personnel. In addition, the most difficult dimension that is not regularly accomplished is that of field assessment (an assessment by the employing organization or agency). To avoid proficiency-related problems in the field, Member States should work with the UN and its agencies, as well as with regional and international organizations, on a mission by mission basis, to identify significant problems that can be attributed to training and selection deficiencies, and work to rectify them. Member States should also work toward, and implement, evaluation standards for military units, police units and personnel, and civilian personnel, both pre- and post-deployment, ideally based on common performance benchmarks.

54. Partners underline the importance of promoting civilian training and public understanding. Within the military profession, preparation for peace operations is facilitated by an organizational culture of training as part of their normal duty. The mainstreaming of peace operations training can be accommodated within the military training cycle. For police, peace operations training normally cannot be mainstreamed, as it is not always a professional requirement, although training for specific operations is not uncommon. For most of the diverse civilian professions involved in peace operations, training in peacekeeping basics rarely occurs, as serving in peace operations is not generally considered a requirement for advancement in most governments, or in the private sector. Many civilians, whether from government service or NGOs, continue to arrive in dangerous mission areas with a minimal understanding of the political, environmental, and personal safety issues, and are potential liabilities to mission effectiveness and the safety of themselves and their colleagues.

55. In order to rectify the current international lack of civilian capacity, Member States that seek to contribute to peace operations in an effective and efficient manner should develop a comprehensive human resource generation plan for peace operations. Member States should also consider the possibility of UN-certified, civilian-focused, courses to be voluntarily delivered by Member States wishing to contribute mobile training teams through their national multi-disciplinary training

institutions. Further, should the currently proposed concept of UN Civilian Observers be adopted, the development of an appropriate training programme for their preparation will need to be given high priority.

56. The need for senior managers to be given peace operation training before deployment has long been recognized, but the provision of such training has rarely been achieved. Being qualified professionally, having diplomatic experience, and/or having management experience in government or the private sector, are simply not enough to take on the challenges of management of a complex peace operation. The Project Partners urge Member States to pay more attention to this aspect, by designing appropriate foundation and safety training before deployment to a mission or an international organization that does not have its own senior management training arrangements.

57. As for promoting wider public understanding of peace operations and their inherent challenges, experience continues to show that it is insufficient to leave this to the reports of the media. Project Partners suggest that Member States may wish to consider focused sessions with parliamentarians, public seminars and meetings, and carefully structured media strategies, where permissible, to raise understanding of and support for peacekeeping and particular operations.

58. Regarding international capacity-building and enhancement, donors are recommended to intensify work with regional and sub-regional organizations to develop needed training concepts, supporting activities, and resources to increase the efficiency of international training programmes. Again, the need for civilian and multifunctional training is emphasized.

59. Peace operation training is, however, of little value if the personnel trained are subsequently not deployed to situations in which that training can be put to good use. To that end, capacities could also be improved if Member States and relevant international and regional organizations had better information on trained capabilities – military, police and civilian, by unit and individuals. There is a clear need for better record-keeping in order to identify personnel who have formal peace operations education and training, both generic and specialized. Countries that host training programmes are encouraged to summarize and report training accomplishments to trainee contributing states and all should make better efforts to track their own military, police and civilian peace operations training graduates. All Member States should, in turn, create appropriate national data-bases of personnel trained for peace operations.

60. Another aspect of capacity-building is the need to give appropriate training to personnel who have to provide special services or use specialized equipment. Areas include logistics, communications, intelligence and equipment support, all of

which have an interface between the providing state and the supported state or organization, and thus specialized training is required.

61. The Project Partners note that working to build international capacity has produced some notable successes. Some progress has, for example, been made in turning former recipients of peace operations into contributors to peace operations elsewhere in the world. In the interests of furthering this progress, Member States should design all capacity-building programmes for peace operations with the goal of creating capacity that can be sustained by recipients, either on their own or within the resource constraints of known or projected assistance programmes.

62. In conclusion, peace operations can be successful only if the international community works together in pursuit of peace and stability, but the current supply of well-trained personnel for peace operations falls well short of today's need. Peace operations are complex, multifaceted, multidisciplinary and difficult. Effective training must replicate real situations on the ground. Education and training needs to emphasize professionalism and the creation of a culture of cooperation and coordination, in a multidisciplinary and multinational setting.



# Challenges of Implementation Working Paper

## Introduction

1. The Challenges Project Phase II Concluding Report contains recommendations as a result of presentations and discussions during the six Phase II seminars and the supporting research and analysis. The principal theme of Phase II seeks to address the proverbial Achilles heel of peace operations; namely, the difficult concepts of cooperation and coordination. The report focuses on cooperation and coordination issues in three main areas: the relationships between and among the UN system and regional organizations; the rule of law; and education and training. The key to success remains in the extent to which the proposed recommendations are in fact implemented. In essence, if the report is to be effective and to have an impact, interested Member States and their relevant government offices, institutions and organizations, need to strive to implement recommendations within their particular sphere of interest and influence. With this in mind, it is hoped that interested Member States, organizations and individuals will consider the following as possible ways of taking the recommendations further and facilitate their effective implementation.

## General Implementation Possibilities

2. The first key to implementation will be for Partners and others interested to work in pursuit of implementation. It is useful to raise official and public awareness of the report by high-lighting issues and recommendations in “digestible bite-size” messages and themes, adapted for national sensitivities and acceptability. In addition, it is urged that interested organizations be pro-active in nationally promoting the value of, and key peace operations parts of, UN documents, such as the *Brahimi Report*, the UN SG’s *High Level Panel on Threats, Challenges and Change* report, the UN SG’s report *In Larger Freedom*, the UN SG’s report on *A Comprehensive Strategy to Eliminate Future Sexual Exploitation and Abuse in UN PKO*, as well as other current and related materials.

3. A second key to implementation will be to work to ensure that principal recommendations, with any necessary supporting rationale, are raised in appropriate peace operations forums. In addition to national possibilities within either a government or an education and training framework, examples include, national, regional and international peace operations seminars, the peace operations and re-

lated work of standing committees in regional and international organizations (incl. the UN Special Committee for Peacekeeping Operations), the International Association of Peacekeeping Training Centres (IAPTC), and ongoing discussions on cooperation between the UN and other organizations (for example UN/EU cooperation, NATO/OSCE crisis management cooperation, etc.).

4. A third possibility is to arrange or co-arrange national and international peace operations seminars in order to inject observations, conclusions and recommendations from the Phase II report. In addition, some organizations will have the possibility to influence the design and conduct of military and multi-disciplinary training exercises, by building on the report's observations, conclusions and recommendations in several areas.

## Specific Implementation Possibilities

### *Cooperation and Coordination on the Regional Dimensions of Peace Operations*

5. Chapter 2 of the Report deals with matters at the strategic and operational levels, where policies are made, decisions are taken, and operations are implemented by collective mechanisms such as the UN system and regional organizations. The Challenges report is aimed at securing the support of Member States for enhancing such organizations' capacities to conduct more effective and efficient peace operations. Each of the recommendations in Chapter 2, while presented as a challenge to collective bodies, should also be seen in the light of a challenge to Member States to promote these recommendations within the UN system and within the respective regional organizations. A key to implementing the recommendations in Chapter 2 therefore will be for interested Member States, to work at political levels with the leadership of the various organizations, at a working level with their respective secretariats, and in a national representational context within the working committees of these organizations, to pursue improvements in the areas discussed in this chapter. Possible detailed implementation steps with respect to the observations, conclusions and recommendations of Chapter 2 include the following:

#### Cooperation and Coordination between the UN and Regional Organizations

- Engage in a dialogue with the interested Member State's delegations in the UN and in appropriate Regional or International Organization(s).
- Seek and promote official government support within relevant government departments for pursuing the challenge of enhancing relations between the various organizations engaged in peace operations, principally the UN, EU, AU, NATO, and OSCE.

- Offer briefings to national delegations of these organizations on Challenges Phase II, and develop national strategies for pursuing particular recommendations. One way of initiating this within an organization could be to link report and specific recommendations directly to current operations of the particular regional organization, with a view to assisting the operation itself.
- Develop a national seminar to discuss the Challenges Phase II report, in particular Chapter 2, involve relevant government departments, education and training institutions, and appropriate representatives from the interested Member State's delegations to the UN, EU, NATO, AU, OSCE, etc, as appropriate.
- Building on a national seminar or workshop, conduct a regional seminar on aspects of Chapter 2 that would involve regional states as well as representatives from the UN and the relevant regional organization.
- Together with national delegations in principal international and regional organizations, develop proposals for consideration within the appropriate political or political/military or crisis management or training and exercise committees of the respective regional organizations, and with relevant UN staffs, on matters such as enhanced staff exchanges between organizations, common doctrine for peace operations, mission handover procedures, sharing best practices, and strengthening the envisaged Peacebuilding Commission.
- Offer to fund one or more liaison officer positions for either the UN or a regional organization, based on a comprehensive exchange plan that would involve several regional countries in a burden-sharing approach.
- Make available national peace operations doctrine to the UN and to appropriate regional organizations.
- Work with relevant government departments in researching and formulating positions.
- In pursuing specific Challenges recommendations, consider seconding an expert and accompanying financial resources to a particular organization to assist in advancing the objective of such recommendations.
- Engage national delegations in joint consideration of operational/functional peace operations issues such as DDR, ROL and SSR, with a view to having more consistent national and regional policies and procedures within the principal international and regional organizations.
- Ensure that the national delegations representatives on key committees of the UN (C34, fifth committee, ACABQ etc) and regional organizations are fully briefed on, and conversant with, the relevant recommendations and conclusions of the Phase II report.

## Capacity-Building in Regional Organizations

- Develop and maintain national standby lists of civilian and military experts for use in both the strategic level headquarters and the various mission headquarters of specific international or regional organizations. Make available such lists, and a clear national point of contact, to these organizations.
- Offer education and training opportunities to staffs of international and regional organizations, whilst seeking the active contribution of the organization to the course/exercise itself.
- Offer advice as required, ideally through seconded and funded experts, to organizations in the process of building up its peace operations capabilities.
- Consider a concept of seconding recently retired nationals from one organization to a different international or regional organization, with a view to enhancing understanding between such organizations.

## *Cooperation and Coordination on the Rule of Law*

6. Chapter 3 deals with cooperation and coordination in a specific functional area of modern peace operations, namely ‘Rule of Law’. Initial implementation therefore will fall to the organizations, institutions and government departments with an interest and an expertise in the rule of law. Others, who are affected by the success or otherwise of rule of law issues, will need to be a part of the implementation process at appropriate junctures. Possible detailed implementation steps with respect to the principal observations, conclusions and recommendations of Chapter 3 include the following:

### Managing Rule of Law Issues in Peace Operations

- Identify the key national actors – the institutions, organizations, offices and individuals – in the peace operations ROL issue.
- Identify recently retired experts and develop and manage a national database. Seek early opportunities to draw upon their expertise.
- Conduct an inventory of available national lessons-learned and national courses, civilian and military, in ROL.
- Bring key national actors together in a workshop format to both brief on the Challenges ROL observations, conclusions and recommendations and to look at national issues related to preparing national ROL experts/teams for peace operations. Continue to seek views on how to implement challenging and difficult recommendations.
- Consider forming an informal working group that would meet periodically to keep abreast of (international and national) ROL developments.

- Research and identify the regional dimensions of this issue – points of ROL contact in the appropriate regional organization(s), lessons-learned, regional initiatives, and strengths and weaknesses of ROL operations underway in the region.
- Brief all national ROL bodies on Challenges Phase II and in particular Chapter 3.
- Hold seminars to discuss key issues arising from Chapter 3, such as ROL teams, an interim national response capability, lists of national experts and the management of same, cooperation in national and regional training, and cooperation with national military elements on ROL matters.
- Engage the academic community in the debate on the transitional justice issue.
- Bring regional countries together to consider the Chapter’s proposal concerning a ROL Centre of Excellence in the region, and the modalities of same.
- Work with national authorities designing exercises, normally the military, to ensure that rapid response ROL teams, transitional justice, accountability (in several forms) and other key issues discussed in Chapter 3 are practised in exercises.

### Accountability

- Brief all relevant national parties on the Chapter’s considerations of the accountability issue, and seek to engage various national communities in a continuing dialogue on the issue (military, academic, legal, human rights, political and the private sector, etc).
- Develop a strategy, in conjunction with relevant training institutions and government, to fully engage key elements of the private sector, in the accountability debate.
- Work with relevant national education and training institutions (military, civilian, police, civil service and multi-disciplinary) to ensure accountability aspects are appropriately addressed in education and training.

### *Cooperation and Coordination in Education and Training*

7. Chapter 4 provides an opportunity for interested Member States to implement or influence the specific recommendations, since most States either have a national peace operations education and training institution (s) or are involved with a regional centre that educates and trains both nationals and internationals. With respect to the observations, conclusions and principal recommendations of Chapter 4, possible implementation steps for Chapter 4 include the following:

## Current Priority Areas in Education and Training

- Conduct an inventory of available national courses, military, police and civilian, in ROL, SSR, DDR, Professionalism, Discipline, and Code of Conduct; and Multi-Disciplinary Cooperation and Coordination (not including military CIMIC courses).
- Identify areas requiring either national attention, or identify other regional or international sources of such education and training.
- Identify national experts with current field experience to develop and facilitate such courses.
- Confirm that national basic or foundation courses, including military education and training, introduce peacebuilding as a topic, as well as the functional areas of DDR, SSR, ROL and Multi-Disciplinary Cooperation and Coordination.
- Confirm that national courses mainstream gender and code of conduct.
- Consider the development of national courses in ROL, SSR, DDR, Professionalism, Discipline, and Code of Conduct, and Multi-Disciplinary Cooperation and Coordination in partnership with other Member States, the UN, and regional organizations.
- During (military-led) exercises, work to ensure that ROL, SSR and DDR situations are incorporated, Professionalism, Discipline and Code of Conduct is exercised and also that opportunities are created to practice multi-disciplinary cooperation and coordination in a variety of forms.
- Work with other interested Member States, the UN and regional organizations to ensure that course material is regularly updated.

## Methodology and Techniques

- Identify existing national, regional and international training exercises with peace operations scenario and objectives.
- Work, initially, with national military exercise-design authorities to incorporate civilian players, not just as role-players but as a true part of the exercise play, in order to generate a training value also for civilian organizations and individuals.
- Identify an organization able to facilitate civilian play by protecting civilians from the need to participate in the many time-consuming layers and details of practical exercise design. Such an organization might be a national multidisciplinary training centre, a multidisciplinary team within the exercise design group, or a consulting company in exercise design. The organization would be responsible for ensuring civilian input to the exercise design on behalf of

potential civilian players, as well as keeping the potential participants periodically and appropriately up to date on the exercise.

- Work with civilian organizations, especially those with a training culture, UN regional offices, principal national NGOs and representatives of international organizations to design a civilian-based exercise. A multidisciplinary institution or a government ministry (foreign affairs or development) might take the lead.
- Examine possibilities to gradually shift to a concept that uses a combination of Advanced Distance Learning and courses using problem-based learning techniques. Sharing experiences within regional forums, the IAPTC, and online with the UN's Best Practices Unit and the Integrated Training Services can contribute to further development and application of this concept.

### Promoting Civilian Training and Public Understanding

- Identify national institutions with the capability to conduct peace operations foundation training for civilians. In the absence of national institutions identify regional or other institutions that can contribute to building national capacity.
- Analyse how national civilians are currently prepared for peace operations.
- Study the national requirement for civilian training by numbers, and by type, level and timing of training.
- Develop a national point-of-contact for the UN, international and regional organizations and NGOs to state requirements for peace operations personnel.
- Develop a national points-of-contact for providing the requisite organizations with data on national capabilities, including qualified personnel.
- Examine the funding requirements to support the proper training of government employees and include same in appropriate budget requests.
- Examine the training programmes of international and regional organizations, which seek national personnel for peace operations posts, and work within such organizations to improve, to acceptable levels, such training.
- Examine ways of facilitating the deployments of national personnel to peace operations areas, perhaps through embassies in theatre or through contracting a national NGO to facilitate the deployment and arrival in theatre of national personnel, and their teaming up with the employing organization.
- Develop a plan to enhance national training for civilians by updating material, using nationals returning from missions, and participating in relevant national and regional seminars and associations.
- Develop a national human resource generation plan for deploying individuals.

- Develop an overall concept that links peace operations requirements, with national capabilities to identify individual experts and volunteers, with training capabilities and capacities, with deployment mechanisms, with the necessary funding.

### International Capacity-Building and Enhancement

- Identify all contributors and potential contributors to current and planned national capacity building assistance.
- Work in seminar or working group format to consider education and training priorities with the host nation, relevant regional authorities, the UN as appropriate, and all current and emerging donors (governments and the private sector).
- Emphasize as a key objective the need to build, or enhance, and sustain local institutional capacity rather than a short term expedient focus on simply building local capacity.
- Regularly meet with all interested and involved groups to review progress measured against original objectives.
- Over time, and as appropriate, adapt assistance from an approach of control, to partnership, to background support.
- Encourage emerging and existing local institutions to base their training on UN STMs, to cooperate on education and training within regions including burden-sharing as appropriate, and to urge such institutions to share their experience on both a regional basis and more internationally (such as with UN DPKO and the IAPTC).
- Work with UN DPKO to identify major contributors to UN operations currently seeking international assistance.

### *The Role and Possible Functions of the Challenges Partners*

8. At all times any interested organization or individual wishing to clarify aspects of the report proper, or this suggested implementation possibilities, can contact the Challenges Project Coordinators or a regional Partner Organization (as listed in this report and available at [www.challengesproject.net](http://www.challengesproject.net)). It is envisaged that, at an appropriate future date, an implementation conference might be called to share experiences, at a place to be determined.

Annex 2 List of Challenges Phase II Chairmen, Speakers/Presenters, Rapporteurs, Moderators and Messages

Title	Family Name	First Name	Position	Organization	Country/Intl Org
Colonel (Retd) General	Aboagye Abubakar	Festus Boahen Abdulsalami A	Head of Programme Former Head of State	Institute for Security Studies Government of Nigeria	South Africa Nigeria
Rear Admiral Ambassador	Adedeji Adeniji	Amos Gbadejo Oluyemi	Commandant Minister of Foreign Affairs	National War College Ministry of Foreign Affairs	Nigeria Nigeria
Colonel	Agoglia	John	Director	United States Army Peacekeeping and Stability Operations Institute	United States
Lieutenant General	Agwai	Martin L.	Chief of Army Staff/Former Deputy Force Commander UNAMSIL/Former Deputy MILAD UNDPKO	Nigerian Armed Forces	Nigeria
Brigadier General	Al-Allaf	Mohammed	Commandant, Royal Jordanian National Defense College	Jordan Armed Forces	Jordan
Mr	Alberoth	Jonas	Deputy Director General	Folke Bernadotte Academy	Sweden
Mr Ambassador	Alozieuwa Altan	Simeon Can	Researcher Former Ambassador of Turkey to the Democratic Republic of Congo	University of Abuja Ministry of Foreign Affairs	Nigeria Turkey
Ambassador	Bailes	Alyson	Director	Stockholm International Peace Research Institute	SIPRI
Doctor	Bakut	B.	Researcher	Institute of Peace and Conflict Resolution of the National War College	Nigeria
Brigadier (Retd) Doctor	Baly Bartoli	Dick Andrea	Advisor to the African Union Director of the Centre for International Conflict Resolution	Consultant Colombia University, United States	United Kingdom Italy
Doctor	Berry	Glyn	Minister Counsellor/Chair of the Working Group of the UN Special Committee on Peacekeeping Operations	Permanent Mission of Canada to the United Nations	Canada
Mr	Bessler	Manuel	Senior Adviser	United Nations Office for the Coordination of Humanitarian Affairs	United Nations
Ambassador	Bilhan	Murat	Chairman	Center for Strategic Research of the Ministry of Foreign Affairs	Turkey

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Title	Family Name	First Name	Position	Organization	Country/Intl Org
General	Bir	Cevik	Former Commander of United Nations Operation in Somalia (UNOSOM)	Turkish Armed Forces	Turkey
Ms	Blair	Stephanie	PhD Candidate	Department of War Studies, Kings College	Canada
Mr	Boothby	Derek	Former Director of European Affairs, UN Department of Political Affairs	United Nations	United Nations
Professor	Bothe	Michael	Professor of Public Law and International Law	Johann Wolfgang Goethe University	Germany
Mr	Bozay	Mehmet Kemal	Counsellor	Ministry of Foreign Affairs	Turkey
Professor	Bring	Ove	Senior Lecturer	National Defence College	Sweden
Ms	Campos Dugone	Alaciel	Education and Doctrine Adviser	CAECOPAZ	Argentina
Mr	Cangöz	Alaettin	Deputy Head of Department for International Relations	General Directorate of Security, Turkish Police	Turkey
Mr	Carmody	Shane	Deputy Secretary of Strategic Policy	Department of Defence	Australia
Doctor	Cilliers	Jakkie	Executive Director	Institute for Security Studies	South Africa
Mr	Cina	Jon	PhD (Law) Candidate	University of Melbourne/Asia-Pacific Centre for Military Law	Australia
Doctor	Ibn Chambas	Mohammed	Executive Secretary	ECOWAS	ECOWAS
Professor	Coker	Christopher	Reader	London School of Economics & Political Science	United Kingdom
Mr	Coleman	Andrew	PhD (Law) Candidate	University of Melbourne/Asia-Pacific Centre for Military Law	Australia
Ms	Conidi	Britt	LLM Candidate	University of Melbourne/Asia-Pacific Centre for Military Law	Australia
Ms	O'Connor	Vivienne	PhD Candidate	Irish Centre for Human Rights	Ireland
General	Cosgrove	Peter	Chief of the Defence Force	Australian Armed Forces	Australia
Mr	Darvill	Steve	Humanitarian/Peace - Conflict Adviser	Australian Agency for International Development	Australia
Doctor	Dessau	Erling	Special Adviser to the Rector	University for Peace, Costa Rica	United Nations
Mr	Dewey	Arthur Gene	Assistant Secretary of State for Population, Refugees and Migration	State Department	United States
Ambassador	Dolgov	Konstantin	Deputy Permanent Representative	Permanent Mission of the Russian Federation to the United Nations	Russian Federation

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Title	Family Name	First Name	Position	Organization	Country/Intl Org
Mr	Donnelly	Chris	Head, ARAG	Defence Academy	United Kingdom
Col	Dooley	Michael	Director	United States Army Peacekeeping and Stability Operations Institute	USA
Professor	Du	Nongyi	Senior Research Fellow	China Institute for International Strategic Studies	China
Group Captain	Dunbar	Garry	Head of International Organizations Department	Australian Defence Organization	Australia
Ms	Dunsmore	Sandra	President	Pearson Peacekeeping Centre	Canada
Doctor	Durch	William	Senior Fellow	Henry L. Stimson Center	United States
Doctor	Dziedzic	Michael	Program Officer Balkans	United States Institute for Peace	United States
Brigadier General	Edholm	Sten	Former Force Commander	United Nations SHIRBRIG	SHIRBRIG
Mr	Erdogan	Recep Tayyip	Prime Minister	Government of Turkey	Turkey
Mr	Feith	Pieter	Deputy Director General	DG-E (European Security and Defence Policy)	EU Council Secretariat
Flight Lieutenant	Field	James	Australian Air Force Legal Officer	Headquarters Air Command	Australia
Doctor	Fitzgerald	Ann	Project Director	Global Facilitation Network for Security Sector Reform	United Kingdom
Major General	Ford	Timothy	Military Adviser	United Nations Department for Peacekeeping Operations	United Nations
Mr	Forste	Lars	Assistant Commissioner	National Criminal Investigations Department	Sweden
Ms	Griffin	Michele	Political Officer at the Office of the Under-Secretary-General for Political Affairs	United Nations Department for Political Affairs	United Nations
Mr	Guéhenno	Jean-Marie	Under-Secretary-General for Peacekeeping Operations	Department of Peacekeeping Operations	United Nations
Mr	Gül	Abdullah	Minister of Foreign Affairs	Ministry of Foreign Affairs	Turkey
General	Guangkai	Xiong	Deputy Chief/Chairman	General Staff of the Peoples Liberation Army/China International Institute for International Studies	China
Ms	Guicherd	Catherine	UN-G8 Team	Ministry of Defence of United Kingdom	France
Mr	Guofang	Shen	Assistant Minister	Ministry of Foreign Affairs	China

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Title	Family Name	First Name	Position	Organization	Country/Intl Org
Mr	Haekkerup	Hans	Former SRSG UNMIK and former Minister of Defence	United Nations/Government of Denmark	Denmark
Doctor	Hameed	A	Researcher	Institute of Peace and Conflict Resolution of the National War College	Nigeria
Lord	Hamay	David	Member, High Level Panel on Threats, Challenges and Change	Fmr Foreign and Commonwealth Office	United Kingdom
Mr	Harland	David	Chief/Head	DPKO Peacekeeping Best Practices Unit	United Nations
Brigadier General	Harm de Jonge	Jan	Former Commander of NATO Task Force Fox - Macedonia	North Atlantic Treaty Organization	NATO
Ms	Harris Rimmer	Susan	Durable Solutions Officer	UNHCR Regional Office for Australia	United Nations
Lieutenant General	Hederstedt	Johan	Supreme Commander	Swedish Armed Forces	Sweden
Doctor	Herstichi	Claire	Lecturer in International Relations	Plymouth International Studies Centre/University of Plymouth	United Kingdom
Ms	Hight	Isabel	Corrections Officer	Civilian Police Division	United Nations
Ms	Hilding Norberg	Annika	Project Leader, Challenges Project	Folke Bernadotte Academy	Sweden
Ms	Howard	Jessica	PhD (Law) Candidate	University of Melbourne/Asia-Pacific Centre for Military Law	Australia
Professor	Huldt	Bo	Director, Department for Strategic Studies	National Defence College	Sweden
Professor	Ibeanu	Okey	Professor	MacArthur Foundation	Nigeria
Ambassador	Ibok	Sam	Director, Peace and Security Department	African Union	African Union
Major	Ibrahim	S	Major	National War College	Nigeria
Doctor	Igwe	Israel	Researcher	Federal Civil Service Commission	Nigeria
Professor	Inan	Yüksel	Professor	Department of International Relations, Bilkent University	Turkey
Hon	Ingram	Adam	Minister of the Armed Forces	Ministry of Defence	United Kingdom
Sir	Jacklin	Roger	Director	Defence Academy	United Kingdom
Major General	Jaggabatara	Songkitti	Deputy Commanding General/Former Deputy Commander INTERFET	Thai Armed Forces	Thailand
Major General	Jiangfeng	Yan	Secretary General	China Institute for International Strategic Studies	China
Colonel	Jianxin	Lu	Peacekeeping Affairs Office	Ministry of National Defense	China

**Annex 2 List of Challenges Phase II Chairmen, Speakers/Presenters, Rapporteurs, Moderators and Messages**

Title	Family Name	First Name	Position	Organization	Country/Intl Org
Ms	Jones	Lisa	-	Policy Development and Studies Branch of the United Nations Office for the Coordination of Humanitarian Affairs	United Nations
Mr	Jorsback	Michael	Chief, Civilian Police Division	United Nations Department of Peacekeeping Operations	United Nations
Ms	Jusu-Sheriff	Yasmine	Member of the Executive Board	Femmes Africa Solidarité (FAS)	Sierra Leone
Mr	Karadeniz	Bulent	Senior Diplomat	Center for Strategic Research of the Ministry of Foreign Affairs	Turkey
Professor	Karaosmanoglu	Ali L.	Chairman of the International Relations Department	University of Bilkent	Turkey
Ms	Karrenbroch	Gesche	United Nations High Commissioner for Refugees Representative in Turkey	United Nations High Commissioner for Refugees	United Nations
Ambassador	Kasrawi	Farouk	President	Jordan Institute of Diplomacy	Jordan
Mr	Kawakami	Takahisa	Director	International Peace Cooperation Division, Ministry of Foreign Affairs	Japan
Ms	Keita	Marie-Thérèse A.	Senior Political Affairs Officer	Office of the Special Representative of the Secretary General for West Africa	United Nations
Colonel	Kelly	Michael	Director	International Organizations Department, Australian Defence Organization	Australia
Ambassador	Ki-Doulaye	Corentin	Director of Conflict Prevention Center	Office of the Commissioner for Peace and Security	African Union
Lieutenant Colonel	Klappe	Ben	Special Assistant to the Military Adviser	Office of the Military Adviser, Department for Peacekeeping Operations	United Nations
Mr	Klein	Jacques Paul	UN Secretary General's Special Representative for Liberia	United Nations Mission to Liberia	United Nations
Mr	Kobieracki	Adam	Assistant Secretary General for Operations	North Atlantic Treaty Organization	NATO
Major General (Retd)	Konrote	Jioji	High Commissioner of the Republic of the Fiji Islands to Australia and Singapore/ Former Force Commander UNIFIL	Royal Fiji Military Forces	Fiji Islands

Annex 2 List of Challenges Phase II Chairmen, Speakers/Presenters, Rapporteurs, Moderators and Messages

Title	Family Name	First Name	Position	Organization	Country/Intl Org
Mr	Kwankaso	Alhaji Rabiu Musa	Minister of Defence	Ministry of Defence	Nigeria
Doctor	Ladley	Andrew	Lecturer in International and Public Law	Victoria University	New Zealand
Ms	Lahoud	Nina	Principal Officer	Department of Peacekeeping Operations	United Nations
Doctor	Langholtz	Harvey	Director	United Nations Institute for Training and Research Programme of Correspondence Instruction	United Nations
Mr	Lightburn	David	Representative of the International Association of Peacekeeping Training Centres	Pearson Peacekeeping Centre	Canada
Ms	Lindh	Anna	Minister for Foreign Affairs	Ministry for Foreign Affairs	Sweden
Ms	Link	Joan	Head of Conflict Issues Group	Foreign and Commonwealth Office	United Kingdom
Mr	Malan	Mark	Head of Peace Missions Programme	Institute for Security Studies	South Africa
Senior Colonel (Retd)	Maocheng	Zhuang	Senior Research Fellow	China Institute for International Strategic Studies	China
Doctor	Maogoto	Jackson Nyamuya	PhD (Law)	University of Melbourne/Asia-Pacific Centre for Military Law	Australia
Lieutenant Colonel	Mande	Vasant	Deputy Director	DPKO Training and Evaluation Service	United Nations
Ambassador Chief	Mbanefo	Arthur	Chairman of the United Nations Special Committee of Peacekeeping Operations	Permanent Delegation of Nigeria to the United Nations	Nigeria
Professor	McCormack	Timothy	Director/Professor	Asia-Pacific Centre for Military Law/University of Melbourne	Australia
Mr	McNamara	Dennis	Inspector-General	United Nations High Commission for Refugees	United Nations
Mr	Mohammed	Abdul	Chairman of the Board	Inter-Africa Group	Ethiopia
Federal Agent	Moses	Richard	Police Adviser	Australian Mission to the United Nations	Australia
Mr	Mosselmans	Michael	Head of Conflict and Humanitarian Affairs Department	Department for International Development	United Kingdom
Lieutenant General (Retd)	Nambiar	Satish	President	United Services Institution of India	India
Wing Commander	Naiya	M	Researcher	National War College	Nigeria
Commissioner	Nylén	Lars	Head of National Criminal Investigations Department/Director General	National Police Board/National Prison and Probation System	Sweden
Mr	Obafemi	Lanre	Researcher	National War College	Nigeria

**Annex 2 List of Challenges Phase II Chairmen, Speakers/Presenters, Rapporteurs, Moderators and Messages**

Title	Family Name	First Name	Position	Organization	Country/Intl Org
General Colonel	Ogumudia Oliver III	Alexander O. George F.	Chief of Defence Staff Researcher	Nigerian Armed Forces US Army Center for Military History in Washington D.C.	Nigeria United States
Professor	Onuldran	Ersin	Professor at the Faculty of Political Sciences	Ankara University	Turkey
Mr Admiral	Oswald Parry	Bruce CJ	Acting Director Director General	Asia-Pacific Centre for Military Law Joint Doctrine and Concepts Centre	Australia United Kingdom
Ms	Petrovic	Jadranka	PHD (Law) Candidate	University of Melbourne/Asia-Pacific Centre for Military Law	Bosnia and Herzegovina
Sir	Prendergast	Kieran	Under-Secretary-General	Department for Political Affairs	United Nations
Major Ambassador	Ribier Sahlin	Francoise Michael	Officer Director General/EU Special Representative to Skopje	EMA Folke Bernadotte Academy	France Sweden
Professor Ms	Salmin Schlesinger	Alexeij Nicole	President PHD (Law) Candidate	Russian Public Policy Centre University of Melbourne/Asia-Pacific Centre for Military Law	Russian Federation Australia
Mr	Serayderian	Souren Georges	Deputy Special Representative of the Secretary General	United Nations Mission in Liberia	United Nations
Mr	Sezer	Ahmet Necdet	President	Government of Turkey	Turkey
Senior Colonel	Shaoan	Dai	Deputy Director	Peacekeeping Affairs Office of the Ministry of National Defense	China
Ms	Sharma	Mandira	Executive Director	Advocacy Forum	Nepal
Ambassador Commander	Southwick Stephens	E. Michael Dale	Program Officer (Africa) Fleet Legal Officer/Former Chief Legal Officer to the UNTAET Force Commander	United States Institute for Peace Maritime Headquarters in Sydney	United States Australia
Major General	Stigsson	Tony	Commander of the Joint Forces Command	Swedish Armed Forces	Sweden
Ambassador	Sundh	Lena	Head of Conflict Resolution and Prevention/Former Deputy SRSG MONUC	Ministry for Foreign Affairs	Sweden

Annex 2 List of Challenges Phase II Chairmen, Speakers/Presenters, Rapporteurs, Moderators and Messages

Title	Family Name	First Name	Position	Organization	Country/Intl Org
Doctor	Tekin	Ali	Research Fellow	Department of International Relations, Bilkent University	Turkey
Captain	Thapa Rhana	Yveta	Former Deputy Chief Legal Adviser UNMISSET	Royal Nepalese Army	Nepal
Ms	Udum	Sebnem	PhD Candidate (Security Studies)	University of Bilkent	Turkey
Lieutenant General	Uvarov	Nikolay	Military Adviser	Permanent Mission of the Russian Federation to the United Nations	Russian Federation
Mr	Weisserth	Hans-Bernardt	Policy Unit, European Security and Defence Policy Task Force	Council of the European Union	European Union
Ms	Wells	Jennifer	Program Coordinator (Emergencies)	Australian Council For Overseas Aid	Australia
Mr	Wiryono	Sastrohandoyo	Senior Fellow	Centre for Strategic and International Studies	Indonesia
Major General (Retd)	Yudong	Luo	Vice Chairman	China Institute for International Strategic Studies	China
Prof	Zabadi	Istifanus S	Director, Centre for Peace Research & Conflict Resolution	National War College	Nigeria
Mr	Zacklin	Ralph	Assistant Secretary-General for Legal Affairs	United Nations Office for Legal Affairs	United Nations
Ambassador	Zannier	Lamberto	Chairman of the Conflict Prevention Center	Organization for Security and Co-Operation in Europe Secretariat	OSCE
HRH Prince	Zeid	Ra'ad Al-Husseini	Permanent Representative/Advisor to the UN Secretary General on Sexual Exploitation and Abuse by UN peacekeeping personnel	Permanent Mission of Jordan to the United Nations	Jordan
Professor	Zhao	Liu	Research Fellow	China Institute for International Strategic Studies	China
Major General	Zhengbai	Shi	Senior Official in charge of Peacekeeping Affairs	Peacekeeping Affairs Office of the Ministry of National Defense	China
Major General	Zorlu	Hilmi Akin	Former Commander of International Security Assistance Force - Afghanistan	Turkish Armed Forces	Turkey

## Annex 3 Challenges Project Phase II Seminar Presentations

**Challenges Project Phase II presentations (2002-2005) can be found in the following publications:**

**The 11<sup>th</sup> International Challenges Seminar Report (Melbourne 2002):** Howard, Jessica & Oswald, Bruce (eds.), *The Rule of Law on Peace Operations: A 'Challenges of Peace Operations' Project Conference*, Asia-Pacific Centre for Military Law, Melbourne 2002.

**The 12<sup>th</sup> International Challenges Seminar Report (Krusenberg 2003):** Hilding-Norberg, Annika & Sahlin, Michael (eds.), *Report on the XII International Challenges Seminar: Peace Operations and Counter-Terrorism*, Folke Bernadotte Academy, Elanders Gotab, Stockholm 2003.

**The 13<sup>th</sup> International Challenges Seminar Report (Ankara 2003):** Yücel, Ihsan & Boothby, Derek (eds.), *The Challenges of Change: The Nature of Peace Operations In the 21<sup>st</sup> Century and Continuing Need for Reform*, Center for Strategic Research, Ankara, Okay Reklamcilik ve Tanitim Hizmetleri Ltd., Ankara 2004.

**The 14<sup>th</sup> International Challenges Seminar Report (Abuja 2004):** Adedeji, Amos G., & Zabadi, Istifanus S. (eds.), *The Regional Dimension of Peace Operations in the 21<sup>st</sup> Century: Arrangements, Relationships, and the United Nations Responsibility for International Peace and Security*, National War College, Abuja, Planet Press Limited, Lagos 2004.

**The 15<sup>th</sup> International Challenges Seminar Report (Beijing 2004):** Zhengbai, Shi et al (eds.), *Challenges of Peace Operations: Cooperation and Coordination in and on Peace Operations*, Peacekeeping Affairs Office, MND, and China Institute for International Strategic Studies, Peoples Liberation Army Military Publishing House of Friendship and Literature, Beijing 2005.

**The 16<sup>th</sup> International Challenges Seminar Report (Shrivenham 2005):** *Meeting the Challenges of Peace Operations in the 21<sup>st</sup> Century*, forthcoming.

<b>Chapter 1. The Dynamic Nature of Peace Operations and the Challenges of Change</b>	
"The Challenges Project & Peace Operations"	MajGen Tim Ford
"Safety of Personnel Serving on Peace Operations"	Mr Takahisa Kawakami
"Peace Operations and Counter-Terrorism: an Academic Perspective"	Amb Alyson J.K. Bailes
"Peace Operations and Counter-Terrorism: a Policy Perspective"	Dr William Durch
"Terrorism, Political Violence, and Peace Enforcement"	Dr Michael J. Dziedzic
"Peace Operations and Counter-Terrorism Perspectives on United Nations Peace Operations"	MajGen (Retd) Timothy Ford
"Challenges of Peace Operations: Into the 21 <sup>st</sup> Century"	Gen Johan Hederstedt
	The 11 <sup>th</sup> International Challenges Seminar Report (Melbourne 2002)
	The 11 <sup>th</sup> International Challenges Seminar Report (Melbourne 2002)
	The 12 <sup>th</sup> International Challenges Seminar Report (Krusenberg 2003)
	The 12 <sup>th</sup> International Challenges Seminar Report (Krusenberg 2003)
	The 12 <sup>th</sup> International Challenges Seminar Report (Krusenberg 2003)
	The 12 <sup>th</sup> International Challenges Seminar Report (Krusenberg 2003)

**Annex 3 Challenges Project Phase II Seminar Presentations**

“Winning the War on Terror? The Contradictions of Counter-Terrorism and Implications for the Pursuit of Peace Operations” Opening Statement	Dr Claire Heristichi	The 12 <sup>th</sup> International Challenges Seminar Report (Krusenberg 2003)
“Peace Operations and Counter-Terrorism: Perspectives on United Nations Peace Operations”	Foreign Minister Anna Lindh	The 12 <sup>th</sup> International Challenges Seminar Report (Krusenberg 2003)
“Peace Operations and Counter-Terrorism: a Military Perspective”	Amb Chief Arthur C.I. Mbanefo	The 12 <sup>th</sup> International Challenges Seminar Report (Krusenberg 2003)
“Peace Operations and Counter-Terrorism: a Police Perspective”	LtGen (Retd) Satish Nambiar	The 12 <sup>th</sup> International Challenges Seminar Report (Krusenberg 2003)
“Peace Operations and Counter-Terrorism: Perspectives on United Nations Peace Operations”	Comr Lars Nylén	The 12 <sup>th</sup> International Challenges Seminar Report (Krusenberg 2003)
“Humanitarian Dimension in Civil Affairs - Jordan’s Experience in an International Context”	Mr Ralph Zacklin	The 12 <sup>th</sup> International Challenges Seminar Report (Krusenberg 2003)
“An International Policy Approach”	MajGen Mohammed Al-Allaf	The 13 <sup>th</sup> International Challenges Seminar Report (Ankara 2003)
“Characteristics and Principles of Peace Intervention. The Somalia Experience”	Dr Andrea Bartoli	The 13 <sup>th</sup> International Challenges Seminar Report (Ankara 2003)
“The Challenge of Enhancing Local Participation in Peace Operations”	Amb Murat Bilhan	The 13 <sup>th</sup> International Challenges Seminar Report (Ankara 2003)
“The Ingredients of Success in Afghanistan”	Gen (Retd) Cevik Bir	The 13 <sup>th</sup> International Challenges Seminar Report (Ankara 2003)
“The Public Security Challenge and International Stability Police Units”	Ms Stephanie Blair	The 13 <sup>th</sup> International Challenges Seminar Report (Ankara 2003)
“Conclusion. The Ankara Seminar and Beyond” Message to the seminar	Mr Arthur E. Dewey	The 13 <sup>th</sup> International Challenges Seminar Report (Ankara 2003)
Opening Speech	Dr Michael J. Dziedzic	The 13 <sup>th</sup> International Challenges Seminar Report (Ankara 2003)
“Challenges of Change: The Nature of Peace Operations in the 21 <sup>st</sup> Century and Continuing Need for Reform”	Prof Ali L. Karasmanoglu	The 13 <sup>th</sup> International Challenges Seminar Report (Ankara 2003)
“Challenges of Change: How Can the Military Contribute to a ‘Culture of Protection’ in Peace Operations?”	Prime Minister Recep Tayyip Erdogan	The 13 <sup>th</sup> International Challenges Seminar Report (Ankara 2003)
“Winning the Peace in Iraq, Planning and the Initial Accomplishments of ORHA and CPA”	Foreign Minister Abdullah Gül	The 13 <sup>th</sup> International Challenges Seminar Report (Ankara 2003)
Concluding Remarks	Mr Jacques Paul Klein	The 13 <sup>th</sup> International Challenges Seminar Report (Ankara 2003)
“Military Advice to the UN Security Council” Message to the seminar	Mr Mark Malan	The 13 <sup>th</sup> International Challenges Seminar Report (Ankara 2003)
	Col George F. Oliver	The 13 <sup>th</sup> International Challenges Seminar Report (Ankara 2003)
	Prof. Dr Ersin Onuldran	The 13 <sup>th</sup> International Challenges Seminar Report (Ankara 2003)
	LtGen Nikolay Uvarov	The 13 <sup>th</sup> International Challenges Seminar Report (Ankara 2003)
	President Ahmet Necdet Sezer	The 13 <sup>th</sup> International Challenges Seminar Report (Ankara 2003)

**Annex 3 Challenges Project Phase II Seminar Presentations**

“Civil-Military Relationship in Complex Emergencies”	Mr Manuel Bessler	The 14 <sup>th</sup> International Challenges Seminar Report (Abuja 2004)
Opening Remarks	Mr Jonas Aberoth	The 15 <sup>th</sup> International Challenges Seminar Report (Beijing 2004)
“Humanitarian/Reconstruction Coordination in Peace Support Operations”	Mr Arthur E. Dewey	The 15 <sup>th</sup> International Challenges Seminar Report (Beijing 2004)
“Cooperation and Coordination in and on Peace Operations: Military Perspective”	Ms Alaciel Campos Dugone	The 15 <sup>th</sup> International Challenges Seminar Report (Beijing 2004)
“Enhance Cooperation and Stand up to Challenges Together”	Gen Xiong Guangkai	The 15 <sup>th</sup> International Challenges Seminar Report (Beijing 2004)
Remarks on Challenges Seminar “Cooperation and Coordination in and on Peace Operations”	Mr Jean-Marie Guéhenno (delivered by Mr David Harland)	The 15 <sup>th</sup> International Challenges Seminar Report (Beijing 2004)
“The Future of Peacekeeping: the Challenges of Coordination and Co-operation”	Dr Catherine Guicherd	The 15 <sup>th</sup> International Challenges Seminar Report (Beijing 2004)
“We are Coming for Peace”	Mr Shen Guofang	The 15 <sup>th</sup> International Challenges Seminar Report (Beijing 2004)
“No More Failed States?”	Mr Hans Haekkerup	The 15 <sup>th</sup> International Challenges Seminar Report (Beijing 2004)
“The DPKO Guidance Project. An Overview”	Mr David Harland	The 15 <sup>th</sup> International Challenges Seminar Report (Beijing 2004)
“Challenges to Troop-contributing Countries in a New International Environment”	Col Lu Jianxin	The 15 <sup>th</sup> International Challenges Seminar Report (Beijing 2004)
“Cooperation and Coordination in and on Peace Operations” Presentation by UNOCHA	Ms Lisa Jones	The 15 <sup>th</sup> International Challenges Seminar Report (Beijing 2004)
Statement on Challenges Seminar “Cooperation and Coordination in and on Peace Operations”	Mr. Kieran Prendergast (delivered by Mr. Derek Boothby)	The 15 <sup>th</sup> International Challenges Seminar Report (Beijing 2004)
Closing Speech	Mr. Luo Yudong	The 15 <sup>th</sup> International Challenges Seminar Report (Beijing 2004)
Opening Speech	MajGen Shi Zhengbai	The 15 <sup>th</sup> International Challenges Seminar Report (Beijing 2004)
“Improving the UN Capacity for Peacebuilding”	Ms Stephanie Blair	The 16 <sup>th</sup> International Challenges Seminar Report (Shrivenham 2005)
“Improving the UN Capacity for Peacebuilding”	Mr Francis	The 16 <sup>th</sup> International Challenges Seminar Report (Shrivenham 2005)
Statement on Challenges Seminar: “Meeting the Challenges of Peace Operations in the 21st Century”	Mr Jean-Marie Guéhenno	The 16 <sup>th</sup> International Challenges Seminar Report (Shrivenham 2005)
“UN High Level Panel on Threats Challenges and Change – From Recommendations to Implementation	Lord David Hannay	The 16 <sup>th</sup> International Challenges Seminar Report (Shrivenham 2005)
Key Note		
Welcome & Introductory Speech	Rt Hon Adam Ingram	The 16 <sup>th</sup> International Challenges Seminar Report (Shrivenham 2005)
“Building on the Recommendations to Improve Peace Operations by the UN High Level Panel on Threats, Challenges and Change”	Sir Roger Jaekling	The 16 <sup>th</sup> International Challenges Seminar Report (Shrivenham 2005)
Peace Operations by the UN High Level Panel on Threats, Challenges and Change”	Lt Gen (Retd) Satish Nambiar	The 16 <sup>th</sup> International Challenges Seminar Report (Shrivenham 2005)
“The UK Doctrine on Peace Support Operations”	Adm C. J Parry	The 16 <sup>th</sup> International Challenges Seminar Report (Shrivenham 2005)
“Beijing Challenges Seminar Synopsis”	Sen. Col (Retd) Maocheng Zhuang	The 16 <sup>th</sup> International Challenges Seminar Report (Shrivenham 2005)

Annex 3 Challenges Project Phase II Seminar Presentations

“Challenges Project Updates”	Annika Hilding Norberg	Challenges Seminar Reports 1-16 on the web
<b>Chapter 2. Cooperation and Coordination: Regional Dimensions of Peace Operations</b>		
“Comments and Summation on Regional Views on Peace Operations”	MajGen Tim Ford	The 11 <sup>th</sup> International Challenges Seminar Report (Melbourne 2002)
“Past Experiences & Future Challenges: A Military Perspective”	MajGen Songkitti Jaggabata	The 11 <sup>th</sup> International Challenges Seminar Report (Melbourne 2002)
“Regional Approaches to Peace Operations”	Lt Gen (Retd) Satish Nambiar	The 11 <sup>th</sup> International Challenges Seminar Report (Melbourne 2002)
“Past Experiences & Future Challenges: A Civilian Perspective”	Ms Mandira Sharma	The 11 <sup>th</sup> International Challenges Seminar Report (Melbourne 2002)
“Operational Legal Views from the Field: A Military Perspective”	Capt Yvetta Rhana Thapa	The 11 <sup>th</sup> International Challenges Seminar Report (Melbourne 2002)
“Preventive Diplomacy and Conflict Resolution on Peace Operations”	Mr Sastrohandoyo Wiryono	The 11 <sup>th</sup> International Challenges Seminar Report (Melbourne 2002)
“Challenges of the Middle East: Possibilities for a Way Ahead”	Amb Farouk Kasrawi	The 12 <sup>th</sup> International Challenges Seminar Report (Krusenberg 2003)
Opening Statement	Foreign Minister Anna Lindh	The 12 <sup>th</sup> International Challenges Seminar Report (Krusenberg 2003)
“Management of Africa Crises in a Changing World. The Nigeria Perspective”	LtGen Martin L. Agwai	The 13 <sup>th</sup> International Challenges Seminar Report (Ankara 2003)
“UN Peace Operation in Democratic Republic of Congo”	Amb Can Altan	The 13 <sup>th</sup> International Challenges Seminar Report (Ankara 2003)
“Characteristics and Principles of Peace Intervention. The Somalia Experience”	Gen (Retd) Cevik Bir	The 13 <sup>th</sup> International Challenges Seminar Report (Ankara 2003)
“The Balkan Experience in the Development and Implementation of Comprehensive Strategies for Multidimensional Peace Operations. A Brief Analysis of the Bosnia and Kosovo Cases”	Mr Mehmet Kemal Bozay	The 13 <sup>th</sup> International Challenges Seminar Report (Ankara 2003)
“Turkish National Police Department Resources. A Police Perspective”	Mr Alaettin Cangöz	The 13 <sup>th</sup> International Challenges Seminar Report (Ankara 2003)
“Conflict Prevention, Management and Resolution in Africa”	Amb Ki Doulaye Corentin	The 13 <sup>th</sup> International Challenges Seminar Report (Ankara 2003)
“The Ingredients of Success in Afghanistan”	Mr Arthur E. Dewey	The 13 <sup>th</sup> International Challenges Seminar Report (Ankara 2003)
“The NATO Operation in Macedonia”	Brig Jan Harm de Jonge	The 13 <sup>th</sup> International Challenges Seminar Report (Ankara 2003)
“Conclusion. The Ankara Seminar and Beyond”	Prof Ali L. Karaosmanoglu	The 13 <sup>th</sup> International Challenges Seminar Report (Ankara 2003)
“Review of the Situation in Liberia”	Mr Jacques Paul Klein	The 13 <sup>th</sup> International Challenges Seminar Report (Ankara 2003)
“NATO and Peace Operations”	Amb Adam Koberjacki	The 13 <sup>th</sup> International Challenges Seminar Report (Ankara 2003)

**Annex 3 Challenges Project Phase II Seminar Presentations**

“Challenges of Change: How Can the Military Contribute to a ‘Culture of Protection’ in Peace Operations?”	Mr Mark Malan	The 13 <sup>th</sup> International Challenges Seminar Report (Ankara 2003)
“Ethiopia and Eritrea. The Challenge of Reconciliation and Peace-building”	Mr Abdul Mohammed	The 13 <sup>th</sup> International Challenges Seminar Report (Ankara 2003)
“A Perspective of Coordination between the UN and Regional Organizations in Peace Operations”	Prof Du Nongyi	The 13 <sup>th</sup> International Challenges Seminar Report (Ankara 2003)
“Winning the Peace in Iraq. Planning and the Initial Accomplishments of ORHA and CPA”	Col George F. Oliver	The 13 <sup>th</sup> International Challenges Seminar Report (Ankara 2003)
“Concluding Remarks”	Amb Michael Sahlin	The 13 <sup>th</sup> International Challenges Seminar Report (Ankara 2003)
“The European Union Perspective”	Amb Hans-Bernhard Weisserth	The 13 <sup>th</sup> International Challenges Seminar Report (Ankara 2003)
“OSCE’s Contribution to Peace Operations”	Amb Lamberto Zannier	The 13 <sup>th</sup> International Challenges Seminar Report (Ankara 2003)
“A First in NATO Peace Operations in Afghanistan”	MajGen Hilmi Akin Zorlu	The 13 <sup>th</sup> International Challenges Seminar Report (Ankara 2003)
“Lessons Learned from Afghanistan”	MajGen Hilmi Akin Zorlu	The 13 <sup>th</sup> International Challenges Seminar Report (Ankara 2003)
“Challenges of Collective Regional Security: The SADC Experience in Initiating and Sustaining Regional Peace Operations”	Col (Retd) Festus B. Aboogye	The 14 <sup>th</sup> International Challenges Seminar Report (Abuja 2004)
“Concluding Remarks”		
“International Support for Capacity Building for Regional Peace Operations: Perspective from Nigeria”	RearAdm Amos G. Adedeji LtGen Martin L. Agwai	The 14 <sup>th</sup> International Challenges Seminar Report (Abuja 2004) The 14 <sup>th</sup> International Challenges Seminar Report (Abuja 2004)
“Key Note Address”	Foreign Minister Amb Oluyemi Adeniji	The 14 <sup>th</sup> International Challenges Seminar Report (Abuja 2004)
“Summary of Issues”	Amb Glyn Berry Dr Mohammed Ibn Chambas	The 14 <sup>th</sup> International Challenges Seminar Report (Abuja 2004) The 14 <sup>th</sup> International Challenges Seminar Report (Abuja 2004)
“Major Issues and Opportunities in the Interface between the UN and Regional Organisations in Peace Operations: Perspectives from ECOWAS”		
“International Support for Capacity Building for Regional Peace Operations: Perspective on South America”	Dr Erling Dessau	The 14 <sup>th</sup> International Challenges Seminar Report (Abuja 2004)
“Peace Keeping and Peace Building in the Pacific”	GrCpt Garry Dumber	The 14 <sup>th</sup> International Challenges Seminar Report (Abuja 2004)
“International and Regional Cooperation within the UN Framework: Lessons Learned from UNMIL Interim Headquarters in 2003”	Brig Sten Edholm	The 14 <sup>th</sup> International Challenges Seminar Report (Abuja 2004)
“International Support for Capacity Building for Regional Peace Operations: A European Police Perspective”	Assistant Cmr Lars Forste	The 14 <sup>th</sup> International Challenges Seminar Report (Abuja 2004)

**Annex 3 Challenges Project Phase II Seminar Presentations**

“Interface between the UN and Regional Organisations in Peace Operations: Perspective from the African Union”	Amb Sam Ibok	The 14 <sup>th</sup> International Challenges Seminar Report (Abuja 2004)
“International Support for Capacity Building for regional Peace Operations: Perspective from the African Union”	Amb Sam Ibok	The 14 <sup>th</sup> International Challenges Seminar Report (Abuja 2004)
“Women and Regional Peace Operations”	Ms Yasmin Jusu-Sheriff	The 14 <sup>th</sup> International Challenges Seminar Report (Abuja 2004)
“UN and OSCE: Cooperation and Coordination”	Prof Ali L. Karaosmanoglu and Ms Sebnem Udtum	The 14 <sup>th</sup> International Challenges Seminar Report (Abuja 2004)
“Welcome Address”	Defence Minister Alhaji Rabiu Kwankaso	The 14 <sup>th</sup> International Challenges Seminar Report (Abuja 2004)
“Opening Remarks”	Amb Michael Sahlin	The 14 <sup>th</sup> International Challenges Seminar Report (Abuja 2004)
“Concluding Remarks”	Amb Michael Sahlin	The 14 <sup>th</sup> International Challenges Seminar Report (Abuja 2004)
“Consolidating Peace in Liberia: UNMIL, ECOWAS, State and Non-State Actors”	Dr Souren Serayderian	The 14 <sup>th</sup> International Challenges Seminar Report (Abuja 2004)
Opening Remarks	Mr Jonas Albroth	The 15th International Challenges Seminar Report (Beijing 2004)
“Humanitarian/Reconstruction Coordination in Peace Support Operations”	Mr Arthur E. Dewey	The 15th International Challenges Seminar Report (Beijing 2004)
“Cooperation and Coordination in and on Peace Operations: Military Perspective”	Ms Alaciel Campos Dugone	The 15th International Challenges Seminar Report (Beijing 2004)
“Enhance Cooperation and Stand up to Challenges Together”	Gen Xiong Guangkai	The 15th International Challenges Seminar Report (Beijing 2004)
“We are Coming for Peace”	Mr Shen Guofang	The 15th International Challenges Seminar Report (Beijing 2004)
“Cooperation and Coordination in and on Peace Operations” Presentation by UNOCHA	Ms Lisa Jones	The 15th International Challenges Seminar Report (Beijing 2004)
Statement on Challenges Seminar “Cooperation and Coordination in and on Peace Operations”?	Mr. Kieran Prendergast (delivered by Mr. Derek Boothby)	The 15th International Challenges Seminar Report (Beijing 2004)
“Building African Capacity for Peace Operations”	Col Festus Abovaye	The 16th International Challenges Seminar Report (Shrivenham 2005)
“Building African Capacity for Peace Operations”	LtGen Martin Agwai	The 16th International Challenges Seminar Report (Shrivenham 2005)
“The African Peace and Security Architecture and African Stand-by Force Concept”	LtGen Martin Agwai	The 16th International Challenges Seminar Report (Shrivenham 2005)
“The African Peace and Security Architecture and African Stand-by Force Concept”	Dr Jakkie Cilliers	The 16 <sup>th</sup> International Challenges Seminar Report (Shrivenham 2005)
“The EU’s Contribution to Peace Operation”	Mr Peter Feith	The 16 <sup>th</sup> International Challenges Seminar Report (Shrivenham 2005)
“Meeting the Challenges of Peace Operations in the 21 <sup>st</sup> Century”	Mr Jean-Marie Guéhenno	The 16 <sup>th</sup> International Challenges Seminar Report (Shrivenham 2005)

Annex 3 Challenges Project Phase II Seminar Presentations

Chapter 3. Cooperation and Coordination: Rule of Law		
“Opening Address”	Mr Shane Carmody	The 11 <sup>th</sup> International Challenges Seminar Report (Melbourne 2002)
“The Rule of Law on Peace Operations from the Perspective of an Institutional Donor”	Mr Steve Darvill	The 11 <sup>th</sup> International Challenges Seminar Report (Melbourne 2002)
“Challenges of Peace Operations”	Mr William Durch	The 11 <sup>th</sup> International Challenges Seminar Report (Melbourne 2002)
“The Challenges Project & Peace Operations”	MajGen Tim Ford	The 11 <sup>th</sup> International Challenges Seminar Report (Melbourne 2002)
“Rule of Law on Peace Operations: An NGO Perspective”	Ms Susan Harris Rimmer & Ms Jennifer Wells	The 11 <sup>th</sup> International Challenges Seminar Report (Melbourne 2002)
“Police in Peace Operations”	Mr Michael Jorsback	The 11 <sup>th</sup> International Challenges Seminar Report (Melbourne 2002)
“Closing Remarks”	LtCol Michael Kelly	The 11 <sup>th</sup> International Challenges Seminar Report (Melbourne 2002)
“Use of Force on Peace Operations”	MajGen (Retd) Jiroji Konrote	The 11 <sup>th</sup> International Challenges Seminar Report (Melbourne 2002)
“Engaging and Committing to Peace Operations”	Mr Andrew Ladley	The 11 <sup>th</sup> International Challenges Seminar Report (Melbourne 2002)
“Rule of Law Strategies for Peace Operations”	Ms Nina Lahoud	The 11 <sup>th</sup> International Challenges Seminar Report (Melbourne 2002)
“A Civilian Operational View from the Field”	Mr Dennis McNamara	The 11 <sup>th</sup> International Challenges Seminar Report (Melbourne 2002)
“Operational Legal Views from the Field: A Military Perspective”	Capt Yvetta Rhana Thapa	The 11 <sup>th</sup> International Challenges Seminar Report (Melbourne 2002)
“United Nations Management of Legal Issues”	Mr Ralph Zacklin	The 11 <sup>th</sup> International Challenges Seminar Report (Melbourne 2002)
“Terrorism, Political Violence, and Peace Enforcement”	Dr Michael J. Dziedzic	The 12 <sup>th</sup> International Challenges Seminar Report (Kruseberg 2003)
Opening Statement	Foreign Minister Anna Lindh	The 12 <sup>th</sup> International Challenges Seminar Report (Kruseberg 2003)
“Peace Operations and Counter-Terrorism Police Perspective”	Comr Lars Nylén	The 12 <sup>th</sup> International Challenges Seminar Report (Kruseberg 2003)
“The Balkan Experience in the Development and Implementation of Comprehensive Strategies for Multidimensional Peace Operations. A Brief Analysis of the Bosnia and Kosovo Cases”	Mr Mehmet Kemal Bozay	The 13 <sup>th</sup> International Challenges Seminar Report (Ankara 2003)
“Legal and Disciplinary Perspectives”	Prof Ove Bring	The 13 <sup>th</sup> International Challenges Seminar Report (Ankara 2003)
“The Ingredients of Success in Afghanistan”	Mr Arthur E. Dewey	The 13 <sup>th</sup> International Challenges Seminar Report (Ankara 2003)
“The Public Security Challenge and ‘International Stability Police Units’”	Dr Michael J. Dziedzic	The 13 <sup>th</sup> International Challenges Seminar Report (Ankara 2003)
“Conclusion. The Ankara Seminar and Beyond”	Prof Ali L. Karasmanoglu	The 13 <sup>th</sup> International Challenges Seminar Report (Ankara 2003)
“The Creation of Rule of Law Tools for Use by Member States: The Model Transitional Codes for Post Conflict Criminal Justice Project”	Ms Vivienne O’Connor	The 14 <sup>th</sup> International Challenges Seminar Report (Abuja 2004)
“Cooperation and Coordination in and on Peace Operations” Presentation by UNOCHA	Ms Lisa Jones	The 15 <sup>th</sup> International Challenges Seminar Report (Beijing 2004)

## Annex 3 Challenges Project Phase II Seminar Presentations

“Accountability on Peace Operations: Challenges for Cooperation and Coordination for Member States in the New Era”	Mr Bruce Oswald	The 15 <sup>th</sup> International Challenges Seminar Report (Beijing 2004)
“Transfer of Authority between a Quick Reaction Force and a UN Force”	Maj Francoise Ribier	The 15 <sup>th</sup> International Challenges Seminar Report (Beijing 2004)
“Building SSR into Peace Operations”	Dr Ann Fitzgerald	The 16 <sup>th</sup> International Challenges Seminar Report (Shrivenham 2005)
“Building SSR into Peace Operations”	Mr Bulent Karadeniz	The 16 <sup>th</sup> International Challenges Seminar Report (Shrivenham 2005)
“Ethics in Peace Operations”	Ms Joan Link	The 16 <sup>th</sup> International Challenges Seminar Report (Shrivenham 2005)
“Building SSR into Peace Operations”	Mr Richard Moses	The 16 <sup>th</sup> International Challenges Seminar Report (Shrivenham 2005)
“Building SSR into Peace Operations”	Mr Lars Nylén	The 16 <sup>th</sup> International Challenges Seminar Report (Shrivenham 2005)
“Ethics in Peace Operations”	Amb Lena Sundh	The 16 <sup>th</sup> International Challenges Seminar Report (Shrivenham 2005)
“Ethics in Peace Operations”	HRH Prince Zeid Ra’ad Zeid Al-Husseini	The 16 <sup>th</sup> International Challenges Seminar Report (Shrivenham 2005)
<b>Chapter 4. Cooperation and Coordination: Education and Training</b>		
“Regional Approaches to Peace Operations”	Lt Gen (Retd) Satish Nambiar	The 11 <sup>th</sup> International Challenges Seminar Report (Melbourne 2002)
“Peace Operations and Counter-Terrorism Perspectives on United Nations Peace Operations”	MajGen (Retd) Tim Ford	The 12 <sup>th</sup> International Challenges Seminar Report (Krusenberg 2003)
Opening Speech	Foreign Minister Abdullah Gül	The 13 <sup>th</sup> International Challenges Seminar Report (Ankara 2003)
“NATO and Peace Operations”	Amb Adam Koberacki	The 13 <sup>th</sup> International Challenges Seminar Report (Ankara 2003)
“Education and Training in Peacekeeping Operations. International Association of Peacekeeping Training Centres (IAPTC)”	Mr David Lightburn	The 13 <sup>th</sup> International Challenges Seminar Report (Ankara 2003)
“Lessons Learned from Afghanistan”	MajGen Hilmi Akin Zorlu	The 13 <sup>th</sup> International Challenges Seminar Report (Ankara 2003)
“Major Issues and Opportunities in the Interface between the UN and Regional Organisations in Peace Operations: Perspectives from ECOWAS”	Dr Mohammed Ibn Chambas	The 14 <sup>th</sup> International Challenges Seminar Report (Abuja 2004)
“International Support for Capacity Building for Regional Peace Operations: Perspective on South America”	Dr Erling Dessau	The 14 <sup>th</sup> International Challenges Seminar Report (Abuja 2004)
“Interface between the UN and Regional Organisations in Peace Operations: Perspective from the African Union”	Amb Sam Iboke	The 14 <sup>th</sup> International Challenges Seminar Report (Abuja 2004)
“Women and Regional Peace Operations”	Ms Yasmin Jusu-Sheriff	The 14 <sup>th</sup> International Challenges Seminar Report (Abuja 2004)
“A Personal Perspective on the Emerging Trends in Training and Education”	Col John Agolia	The 15 <sup>th</sup> International Challenges Seminar Report (Beijing 2004)
“Cooperation and Coordination in and on Peace Operations: Military Perspective”	Ms Alaciel Campos Dugone	The 15 <sup>th</sup> International Challenges Seminar Report (Beijing 2004)

### Annex 3 Challenges Project Phase II Seminar Presentations

“Enhance Cooperation and Stand up to Challenges Together”	Gen Xiong Guangkai	The 15th International Challenges Seminar Report (Beijing 2004)
“The Future of Peacekeeping: the Challenges of Coordination and Co-operation”	Dr Catherine Guicherd	The 15th International Challenges Seminar Report (Beijing 2004)
“The DPKO Guidance Project. An Overview”	Mr David Harland	The 15th International Challenges Seminar Report (Beijing 2004)
“Challenges to Troop-contributing Countries in a New International Environment”	Col Lu Jianxin	The 15th International Challenges Seminar Report (Beijing 2004)
“Cooperation and Coordination in and on Peace Operations” Presentation by UNOCHA	Ms Lisa Jones	The 15th International Challenges Seminar Report (Beijing 2004)
“Education and Training of Civilians for Peace Operations”	Mr Takahisa Kawakami	The 15th International Challenges Seminar Report (Beijing 2004)
“Development of Concepts for Computer Assisted Exercises”	MajGen Tony Stigsson	The 15th International Challenges Seminar Report (Beijing 2004)
“Challenges of Training for the UN Multidisciplinary Peacekeeping Operations in the 21 <sup>st</sup> Century”	Prof Liu Zhao	The 15th International Challenges Seminar Report (Beijing 2004)
“The UK Doctrine on Peace Support Operations”	Adm C J Parry	The 16th International Challenges Seminar Report (Shrivenham 2005)

## List of Acronyms

<b>ACABQ</b>	<b>Advisory Committee on Administrative and Budgetary Questions</b>
<b>ACOTA</b>	<b>African Contingency Operations and Training Assistance</b>
<b>ADL</b>	<b>Advanced Distributed Learning</b>
<b>AMIS</b>	<b>African Mission in Sudan</b>
<b>ARF</b>	<b>ASEAN Regional Forum</b>
<b>ASEAN</b>	<b>Association of South East Asian Nations</b>
<b>ASF</b>	<b>African Standby Force</b>
<b>AU</b>	<b>African Union</b>
<b>BMATT</b>	<b>British Military Advisory &amp; Training Team</b>
<b>BPST</b>	<b>British Peace Support Team</b>
<b>C(3)I</b>	<b>Command, Control, Communication and Information System</b>
<b>C34</b>	<b>United Nations Special Committee on Peacekeeping Operations</b>
<b>CAA</b>	<b>Conference of American Armies</b>
<b>CANADEM</b>	<b>Canadian Resource Bank for Democracy and Human Rights</b>
<b>CARE</b>	<b>Cooperative for Aid and Relief Everywhere</b>
<b>CARICOM</b>	<b>Caribbean Community Common Market</b>
<b>CBRN</b>	<b>Chemical, Biological, Radiological or Nuclear Materials</b>
<b>CEEAC</b>	<b>Economic Community of Central African States</b>
<b>CEWS</b>	<b>Continental Early Warning System</b>
<b>CFSP</b>	<b>European Union Common Foreign and Security Policy</b>
<b>CIMIC</b>	<b>Civil-Military Cooperation</b>
<b>CIS</b>	<b>Commonwealth of Independent States</b>
<b>CIVPOL</b>	<b>Civilian Police</b>
<b>CMR</b>	<b>Civil Military Relations</b>
<b>CMIC</b>	<b>Civil-Military Information Centre</b>
<b>CMOC</b>	<b>Civil-Military Operations Centre</b>
<b>CPA</b>	<b>Coalition Provisional Authority</b>
<b>CPU</b>	<b>Close Protection Unit</b>
<b>CSTO</b>	<b>Collective Security Treaty Organization</b>
<b>CTC</b>	<b>United Nations Security Council Counter-Terrorism Committee</b>
<b>DDR</b>	<b>Disarmament, Demobilization and Reintegration</b>
<b>DDRR</b>	<b>Disarmament, Demobilization, Rehabilitation and Reintegration</b>
<b>DRC</b>	<b>Democratic Republic of Congo</b>
<b>EAC</b>	<b>East African Community</b>
<b>EASBRIG</b>	<b>Eastern African Standby Brigade</b>
<b>ECOMICI</b>	<b>ECOWAS Mission in Côte d'Ivoire</b>
<b>ECOMIL</b>	<b>ECOWAS Mission in Liberia</b>
<b>ECOMOG</b>	<b>ECOWAS Monitoring Group</b>
<b>ECOWAS</b>	<b>Economic Community of West African States</b>
<b>ESDP</b>	<b>European Security and Defence Policy</b>
<b>EU</b>	<b>European Union</b>
<b>EUJUST THEMIS</b>	<b>European Union Rule of Law Mission to Georgia</b>
<b>EUJUST-LEX</b>	<b>EU Integrated Rule of Law Mission for Iraq</b>
<b>EUPM</b>	<b>European Union Police Mission in Bosnia and Herzegovina</b>
<b>EUPOL</b>	<b>European Union Police Mission</b>
<b>EUROPOL</b>	<b>European Police Office</b>

## List of Acronyms

<b>FYROM</b>	<b>Former Yugoslav Republic of Macedonia</b>
<b>G8</b>	<b>Group of Eight</b>
<b>GA</b>	<b>General Assembly</b>
<b>GDP</b>	<b>Gross Domestic Product</b>
<b>GPOI</b>	<b>Global Peace Operations Initiative</b>
<b>GRULAC</b>	<b>Group of Latin American and Caribbean Countries</b>
<b>HAC</b>	<b>Humanitarian Assistance Centre</b>
<b>HIC</b>	<b>Humanitarian Information Centre</b>
<b>HOC</b>	<b>Humanitarian Operation Centre</b>
<b>IAEA</b>	<b>International Atomic Energy Agency</b>
<b>IAPTC</b>	<b>International Association of Peacekeeping Training Centres</b>
<b>IASC</b>	<b>Inter-Agency Standing Committee Working Group</b>
<b>ICC</b>	<b>International Criminal Court</b>
<b>ICJ</b>	<b>International Court of Justice</b>
<b>ICRC</b>	<b>International Committee of the Red Cross</b>
<b>IDDRS</b>	<b>Integrated Disarmament, Demobilization and Reintegration System</b>
<b>IDG</b>	<b>International Deployment Group</b>
<b>IGAD</b>	<b>Intergovernmental Authority on Development</b>
<b>IGASOM</b>	<b>IGAD Peace Support Mission in Somalia</b>
<b>IJP</b>	<b>International Judges and Prosecutors</b>
<b>IMF</b>	<b>International Monetary Fund</b>
<b>IMTF</b>	<b>Integrated Mission Task Force</b>
<b>IMPP</b>	<b>Integrated Mission Planning Process</b>
<b>INPROL</b>	<b>International Network to Promote the Rule of Law</b>
<b>INTERFET</b>	<b>International Force in East Timor</b>
<b>INTERPOL</b>	<b>International Criminal Police Organization</b>
<b>IO</b>	<b>International Organization</b>
<b>IPTF</b>	<b>International Police Task Force</b>
<b>ISAF</b>	<b>International Security Assistance Force</b>
<b>IST</b>	<b>Iraqi Special Tribunal</b>
<b>ITS DPKO</b>	<b>Integrated Training Services DPKO</b>
<b>KAIPTC</b>	<b>Kofi Annan International Peacekeeping Training Centre</b>
<b>KFOR</b>	<b>Kosovo Force</b>
<b>MAPP/OEA</b>	<b>Mission to Support the Peace Process in Colombia</b>
<b>MERCOSUR</b>	<b>South Common Market</b>
<b>MINUSTAH</b>	<b>United Nations Stabilization Mission in Haiti</b>
<b>MOE</b>	<b>Measures of Effectiveness</b>
<b>MONUC</b>	<b>United Nations Organization Mission in the Democratic Republic of the Congo</b>
<b>MOU</b>	<b>Memorandum of Understanding</b>
<b>MSC</b>	<b>Military Staff Committee</b>
<b>MSF</b>	<b>Médecins Sans Frontières</b>
<b>MSU</b>	<b>Multinational Specialised Unit</b>
<b>NATO</b>	<b>North Atlantic Treaty Organization</b>
<b>NATO PfP</b>	<b>North Atlantic Treaty Organization Partnership for Peace Framework</b>
<b>NBC</b>	<b>Nuclear, Biological and Chemical warfare</b>
<b>NGO</b>	<b>Non-Governmental Organisation</b>
<b>NORDEM</b>	<b>Norwegian Resource Bank for Democracy and Human Rights</b>
<b>OAS</b>	<b>Organisation of American States</b>

## List of Acronyms

<b>OAU</b>	<b>Organisation of African Unity</b>
<b>OHR</b>	<b>Office of the High Representative</b>
<b>OHCHR</b>	<b>Office of the United Nations High Commissioner for Human Rights</b>
<b>OIOS</b>	<b>Office of Internal Oversight Services</b>
<b>OLMEE</b>	<b>OAU Liaison Mission in Ethiopia-Eritrea</b>
<b>ONUB</b>	<b>United Nations Operation in Burundi</b>
<b>ORHA</b>	<b>Office for Reconstruction and Humanitarian Assistance</b>
<b>OSCE</b>	<b>Organization for Security and Co-operation in Europe</b>
<b>P5</b>	<b>The Five Permanent Members of the UN Security Council</b>
<b>PAE</b>	<b>Pacific Architects and Engineers</b>
<b>PBC</b>	<b>Peacebuilding Commission</b>
<b>PIF</b>	<b>Pacific Island Forum</b>
<b>PKO</b>	<b>Peacekeeping Operation</b>
<b>PLANELM</b>	<b>Planning Element</b>
<b>PLO</b>	<b>Palestine Liberation Organization</b>
<b>PMG</b>	<b>Peace Monitoring Group</b>
<b>PO</b>	<b>Peace Operation</b>
<b>PROXIMA</b>	<b>European Union Police Mission Proxima (Macedonia)</b>
<b>PRT</b>	<b>Provincial Reconstruction Team</b>
<b>PSC</b>	<b>The Peace and Security Council of the African Union</b>
<b>PSO</b>	<b>Peace Support Operation</b>
<b>PSO</b>	<b>Peace Support Office</b>
<b>PST</b>	<b>Provincial Stability Team</b>
<b>RAMSI</b>	<b>Regional Assistance Mission in the Solomon Islands</b>
<b>REACT</b>	<b>Rapid Expert Assistant and Cooperation Team</b>
<b>REC</b>	<b>Regional Economic Commission</b>
<b>RECAMP</b>	<b>Renforcement des Capacités Africaines de Maintien de la Paix</b>
<b>ROE</b>	<b>Rules of Engagement</b>
<b>ROL</b>	<b>Rule of Law</b>
<b>SADC</b>	<b>Southern African Development Community</b>
<b>SCSL</b>	<b>Special Court for Sierra Leone</b>
<b>SDS</b>	<b>Strategic Deployment Stocks</b>
<b>SGTM</b>	<b>Standardised Generic Training Modules</b>
<b>SHIRBRIG</b>	<b>United Nations Standby High Readiness Brigade</b>
<b>SOP</b>	<b>Standard Operational Procedure</b>
<b>SPC</b>	<b>United Nations Standing Police Capacity</b>
<b>SPMU</b>	<b>Strategic Police Matters Unit</b>
<b>SRSR</b>	<b>Special Representative of the Secretary-General</b>
<b>SSR</b>	<b>Security Sector Reform</b>
<b>STM</b>	<b>Standard Training Modules</b>
<b>TCC</b>	<b>Troop Contributing Country</b>
<b>UN</b>	<b>United Nations</b>
<b>UN BPU</b>	<b>United Nations Best Practices Unit</b>
<b>UN SC</b>	<b>United Nations Security Council</b>
<b>UN SG</b>	<b>United Nations Secretary-General</b>
<b>UNAMA</b>	<b>United Nations Assistance Mission in Afghanistan</b>
<b>UNAMI</b>	<b>United Nations Assistance Mission in Iraq</b>
<b>UNAMSIL</b>	<b>United Nations Mission in Sierra Leone</b>
<b>UNCC</b>	<b>United Nations Compensation Commission</b>

## List of Acronyms

<b>UNCHR</b>	<b>United Nations Centre for Human Rights</b>
<b>UNDP</b>	<b>United Nations Development Programme</b>
<b>UNDPKO</b>	<b>United Nations Department of Peacekeeping Operations</b>
<b>UNFICYP</b>	<b>United Nations Peacekeeping Force in Cyprus</b>
<b>UNHCHR</b>	<b>United Nations High Commissioner for Human Rights</b>
<b>UNHCR</b>	<b>United Nations High Commissioner for Refugees</b>
<b>UNIDO</b>	<b>United Nations Industrial Development Organization</b>
<b>UNIKOM</b>	<b>United Nations Iraq-Kuwait Observation Mission</b>
<b>UNITAR</b>	<b>United Nations Institute for Training and Research</b>
<b>UNITAR POCI</b>	<b>UNITAR Program of Correspondence Instruction for PKO</b>
<b>UNMEE</b>	<b>United Nations Mission in Ethiopia and Eritrea</b>
<b>UNMIBH</b>	<b>United Nations Mission in Bosnia and Herzegovina</b>
<b>UNMIK</b>	<b>United Nations Interim Administration Mission in Kosovo</b>
<b>UNMIL</b>	<b>United Nations Mission in Liberia</b>
<b>UNMIS</b>	<b>United Nations Mission in the Sudan</b>
<b>UNMISSET</b>	<b>United Nations Mission of Support in East Timor</b>
<b>UNMO</b>	<b>United Nations Military Observer</b>
<b>UNMOVIC</b>	<b>United Nations Monitoring, Verification and Inspection Commission</b>
<b>UNOCHA</b>	<b>United Nations Office for the Coordination of Humanitarian Affairs</b>
<b>UNPOC</b>	<b>United Nations Police Officers Course</b>
<b>UNOCI</b>	<b>United Nations Operation in Côte d'Ivoire</b>
<b>UNPriPOC</b>	<b>United Nations Prison and Probation Officers Course</b>
<b>UNPROFOR</b>	<b>United Nations Protection Force</b>
<b>UNSAS</b>	<b>United Nations Stand-by Arrangements System</b>
<b>UNSCR</b>	<b>United Nations Security Council Resolution</b>
<b>UNSECOORD</b>	<b>Office of the United Nations Security Coordinator</b>
<b>UNTAC</b>	<b>United Nations Transitional Authority in Cambodia</b>
<b>UNTAES</b>	<b>United Nations Transitional Authority in Eastern Slavonia, Baranja and Western Sirmium</b>
<b>UNTAET</b>	<b>United Nations Transitional Administration in East Timor</b>
<b>UNTES</b>	<b>United Nations Training and Evaluation Service</b>
<b>UNTSO</b>	<b>United Nations Truce Supervision Organization</b>
<b>USAF</b>	<b>United States Air Force</b>
<b>USG DPKO</b>	<b>Under-Secretary-General for Peacekeeping Operations</b>
<b>WB</b>	<b>World Bank</b>
<b>WMD</b>	<b>Weapons of Mass-Destruction</b>

**Challenges of Peace Operations: Into the 21<sup>st</sup> Century – Project Partner Organizations**

(in order of hosting)



Folke Bernadotte Academy in coop w Armed Forces, National Defence College and National Police Board, Sweden (Project Coordinators)



Russian Public Policy Centre in coop w Diplomatic Academy, Russian Federation



Institute of Diplomacy, Jordan



Institute for Security Studies, South Africa



United States Army Peacekeeping and Stability Operations Institute in coop w United States Institute of Peace, United States



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