2001- 7th IAPTC Annual Conference – Japan
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Dear Admiral Ramlan Mohamed Ali,

Please accept my apology for only replying to you now, but I needed to first finalize a document on the revitalization of the IAPTC (attached) and allow time for the other members of the Executive Committee to comment on it, before I could proceed with the next step, which is to contact you.

Allow me to introduce myself. I am Cedric de Coning, Assistant Director and Programme Manager: Peacekeeping at the African Center for the Constructive Resolution of Disputes (ACCORD). ACCORD is a conflict management NGO based in Durban, South Africa but working extensively in Africa. For more information on ACCORD please visit www.accord.org.za. One of our Programmes focus on peacekeeping training in Africa, especially in Southern Africa. We have been members of the International Association of Peacekeeping Training Centers since 1997 and we hosted the 6th Annual IAPTC Conference and Annual General Meeting in June 2000 in South Africa. I am thus also the current Chairman of the IAPTC.

At the June 2000 IAPTC meeting we decided to embark upon a campaign to revitalize the IAPTC over the coming year, culminating in the 7th Annual Conference and Annual General Meeting (AGM) in 2001. I have attached the document I referred to in the first paragraph that sets out in detail the motivation behind the revitalization programme, as well as the content and action plan of the campaign. In short, however, the IAPTC was formed in 1995 by the Lester B. Pearson Peacekeeping Training Center and a number of countries, mainly representing Europe and North America. For a full history, including reports of all the previous meetings, please visit the IAPTC web-site at www.iaptc.org. Meetings were held in twice in Canada, twice in Italy, Malta, Norway and now in South Africa. At the 4th AGM and in Norway in 1998 it was decided to institutionalize the IAPTC by adopting a formal Articles of Association, and by electing an Executive. The Articles of Association (attached) was adopted at the 5th anniversary of the IAPTC in Canada and the first Executive was elected in South Africa. Although the IAPTC has thus come a long way since its inception in 1995, it is still in many respects a young organization.

The revitalization of the IAPTC is primarily aimed at achieving two objectives. The first is to make the IAPTC more representative. The second is to increase the relevance of the IAPTC. The first objective derive from the realization that the IAPTC's membership - especially those that attend the annual meeting - is mainly made up by countries from European and North America. This is probably due to: (1) that these countries that have established the IAPTC and the IAPTC is thus better known and recognized in these countries, and (2) that the Annual Conference and AGM is self-funded (more about that later) and that only those countries and training centres who are well resourced can thus afford to attend these meetings. To address the first objective, namely to achieve truly international participation, we have decided on a number of initiatives to market the IAPTC over the next year, and to introduce a rotational system
whereby the Annual Conference and AGM will be hosted in a different region each year. Thus, the Annual Conference was held in Africa in 2000, we hope to have it in Asia in 2001, Jordan has offered to host in 2002, we plan to have it in South America in 2003, and then back to Europe and North America. The second objective, to increase the relevance of the IAPTC, relates to the kind of work the IAPTC does throughout the year, and especially at the Annual Conference and AGM. It is discussed in more detail in the attached document, but amongst others, we suggest that the theme for the 2001 Annual Conference and AGM be focussed around the training implications of the much awaited Report of the Panel of Experts the UN Secretary-General has appointed and tasked to study UN peacekeeping. It is anticipated that the SG will present the Report to the Millennium Assembly in September 2000. The Report may have far reaching implications for UN peacekeeping over the next decade and it will thus be important to look at what the implications are for peacekeeping training, as a result of the report. By having a very relevant and topical theme we hope to further ensure that as many international peacekeeping training centers and programmes, as possible, attend the 2001 Annual Conference and AGM. I should qualify that our objective is not quantity per se, but rather that we want to achieve a situation where all the major peacekeeping nations, and other actors involved in peacekeeping training, are represented. The focus is thus on international representivity and to ensure that all the major actors are represented.

On the implications for the host institution, I should explain that we have operated, to date, on a self-funding basis, i.e. each participant pays for his/her own flight to the host destination and then pays a registration fee that covers all the conference costs. In our case the Registration fee was 350 US dollars for most participants and 450 for those who came a day earlier to attend the special committee meetings and the Executive Committee (I will explain the various meetings in the next paragraph). I am attaching the budget for the 2000 Conference as an example, but there is thus very little costs to the hosts, depending on how you choose to arrange the Conference. In our case the cost related to hosting the IAPTC for ACCORD was approximately 30,000 Rand (approx. 4,000 USD). This includes travel costs to attend planning meetings with the South African National Defence Force (SANDF) and the Department of Foreign Affairs (DFA) in Pretoria, setting up a conference web-site (www.iaptc2000.com), designing and printing posters, conference folders and other marketing material and the cost of the participation (registration fees and travel to the Conference) for ACCORD staff. The SANDF and DFA "co-hosted" the IAPTC 2000 Conference with ACCORD, but there was no cost to them, apart from the DFA sponsoring the opening reception, in part. We have also approached a number of donor countries to sponsor the participation of African countries who would not otherwise be able to afford the registration fee and travel cost to the Conference. The response was positive, but unfortunately came to late to be implemented. The point is that apart from the actual conference cost which is covered by the participants themselves, it is also possible to approach donors to fund the participation of less developed countries from Africa, Asia and South America to increase the representativity of the 2001 Annual Conference and AGM. I as Chair, the Pearson Peacekeeping Training Center as the Secretariat of the IAPTC, the DPKO Training Unit and the rest of the Executive Committee are ready to assist you with the planning, fund-raising and in any other way necessary, should Malaysia accept the offer to host the 2001 IAPTC Conference and AGM. As you can see from the foregoing, it is in the interest of the IAPTC for the 2001 IAPTC Conference and AGM to be a great success, as it will signify
the culmination of our 2000 revitalization plan. We are thus ready to assist you in any way possible to make sure that we achieve our objective.

The Annual Conference and AGM normally take place over three days. The first day is devoted to a number of pre-conference meetings. These are Special Committee Meetings for the (1) Military Peacekeeping Training Centers, (2) Civilian Peacekeeping Training Centers and (3) Civilian Police Peacekeeping Training Centers and a meeting of the Executive Committee. The second day is devoted to the Annual Conference. This is a 'seminar' type meeting where various speakers address the participants, followed by discussion, on the chosen theme. At the 2000 meeting we devoted the whole third day to the AGM, but previously, the morning of the third day was a continuation of the Conference and the AGM took place on the afternoon of the third day. This would depend on the kind of issues the AGM would have to deal with. The AGM is the official annual meeting of the Association, and the agenda thus includes items such as the Report of the Secretariat, etc. and will include any other issues the membership must take decisions on. I am also attaching the Programme showing the content of these meetings at the 2000 Annual Conference and AGM, as an example.

According to the Articles of Association the Executive Committee is made up by a troika presidency, a DPKO representative, a representative of the secretariat and three other members. The 2000 Executive Committee is thus made up as follows:

Current President - Cedric de Coning (ACCORD)
Past President - Christine Vroom (Pearson Peacekeeping Center)
Future President - vacant (Malaysia?)
DPKO - Col. Annette Leijenaar (Head of the Training Unit, DPKO)
Chair: Military Committee
Chair: Civilian Committee
Chair: CIVPOL Committee
Secretariat - Pearson Peacekeeping Center

Should Malaysia agree to host the 2001 IAPTC Conference and AGM you would immediately take up the position as Future President. From 1 January 2001 until 31 December 2001 the Executive Committee will then look as follows:

Current President - Malaysia
Past President - Cedric de Coning (ACCORD)
Future President - Jordan
DPKO - Col. Annette Leijenaar (Head of the Training Unit, DPKO)
Chair: Military Committee
Chair: Civilian Committee
Chair: CIVPOL Committee
Secretariat - Pearson Peacekeeping Center

Until now, 95% of the work of the IAPTC took place during the Annual Conference and AGM. The remaining 5% was taken care of by the Secretariat in the form of the maintenance of the IAPTC web-site, and through publishing two newsletters per year. Because of the revitalization campaign, the Executive Committee has more work to do this year. As President, you will determine the workload, together with your Executive Committee, for 2001. Traditionally there has been no meetings other than the Annual Conference and AGM and the host country took
full responsibility for all the arrangements associated with the meeting.
Under these circumstances, and taking into account that Malaysia has not
attended previous IAPTC meetings, I would suggest closer cooperation between
yourselves as hosts and the IAPTC Executive Committee, where the latter offer
advice and support whenever you may need it. I, and I am sure other members of
the Executive Committee, would also be available to attend a planning meeting in
Malaysia, at our own cost if necessary, to help you plan the IAPTC Conference
and AGM.

I hope the information above, and the various attachments, will assist you in
preparing a proposal to your government in this regard. The bottom line is that
we are ready to assist you to overcome any obstacles that may be foreseen, be
they organizational or financial. The IAPTC Executive Committee would like to
see the next IAPTC meeting taking place in Asia, and specifically in Malaysia.
Please do not hesitate to approach me for further clarification should there be
any other issues that need further explanation.

Salarn

Cedric de Coning

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(See attached file: The Revitalisation of the IAPTC260600.doc)
(See attached file: Articles of Association - IAPTC.doc)

(See attached file: budget2 at 020600.xls)
(See attached file: IAPTC Programme080600.doc)

derick@un.org on 20/06/2000 14:50:37
To: Cedric de Coning/ACCORD/ZA@ACCORD
cc: leijenaar@un.org
Fax to:
Subject: Proposal to Conduct IAPTC Annual Meeting in Malaysia in Y...
Subject: Proposal to Conduct IAPTC Annual Meeting in Malaysia in Year 2001

Dear Cedric, Ref my Email to you on 19 June Here’s the response from the Officer-in-Charge of PK Training in MOD Malaysia. Based on all those questions I do not thing that there was any prior consultation with the relevant authorities about the hosting on the next IAPTC in Malaysia. However if you can help answer some of the questions as you were the last organiser it is very much appreciated. I will also give your Email to the Admiral as a POC. Regards JD

--------------------- Forwarded by John Derick/United Nations on 20/09/2000 08:51 AM ---------------------

"RAMLAN MOHAMED ALI" <ramlanma@hotmail.com> on 20/06/2000 08:44:08 AM

To: derick@un.org
cc: joramzan@hotmail.com
bcc: 

Subject: Proposal to Conduct IAPTC Annual Meeting in Malaysia in Year 2001

John,

Thank you for e-mail. Can you please furnish us more info on the subject matter, just like those discussed with COE on its proposal to have a peace operations seminar/game in Malaysia this Nov 2000. This kind of things will require proper planning, re-laying the "bureaucracies" we have here. Alternatively, you can indicate to me the POC.

The general information required are as follows:

a. What are the objectives of the Meeting?

b. What is the background of the Meeting? Who had hosted such a meeting before?

c. Who will be the host of the 2001 Meeting? Malaysia? UN? PACOM?
d. Who will finance?

e. Who will attend and who will make the invitations?

f. What are Malaysia’s responsibilities in the conduct of the Meeting?

g. What does the preparatory activities timeline look like?
When is the IPC? MPC? FPC? Site survey?

h. When is the latest indication from Malaysia to "host" the Meeting required?

Can you please provide us some lead info how such a meeting is conducted - previous minutes of meeting on the internet, for example?

For your info, BOLP had already written an advice to the PAT on 8 Jun on the proposal to conduct the Seminar/Game in Malaysia this Nov. We are still waiting for the decision, relaying that the "cut-off" date is 10 Jul.

Salam.

-----------------------------------------

Get Your Private, Free E-mail from MSN Hotmail at http://www.hotmail.com

CC: <joranzan@hotmail.com>, <derick@un.org>, <leijenaar@un.org>, <cvroom@ppc.cdnpiecekeeping.ns.ca>
REVITALISATION OF THE IAPTC:
INITIATIVES AND ACTIONS

IAPTC EXECUTIVE COMMITTEE 2000

REVITALISATION OF THE IAPTC:
INITIATIVES AND ACTIONS

1. The Executive Committee of the International Association of Peacekeeping Training Centres (IAPTC) met for its inaugural session1 at Berg-en-Dal, Kruger National Park, South Africa during the 6th Annual IAPTC Conference on 13 June 2000.

2. This Note is not the Minutes of the Executive Committee meeting. The Executive Committee discussed the preparations and budget for the upcoming IAPTC Conference and Annual General Meeting, the election of the new incoming Executive, and a range of other organisational issues. Those issues that need to be recorded will be reflected in the Conference Report. This Note is a summation of the discussion around the issue of the revitalisation of the IAPTC, and is aimed at initiating the follow-up envisaged during the Executive Committee meeting.

3. The Executive Committee discussed the development of the IAPTC from its origin six years ago and agreed that despite the very good progress made to date, the following issues are of concern at this point in time:
   3.1. The purpose of the IAPTC is unclear, even to some of its members;
   3.2. The name of the IAPTC and its reference to ‘Centers’ is misleading;
   3.3. The international status of the IAPTC, both vis-à-vis the United Nations and its members are unclear;
   3.4. The rules and procedures for membership of the IAPTC are to vague;
   3.5. The IAPTC is dominated by European and north-American members because their institutions can afford the self-funded nature of the organisation’s annual conferences; and
   3.6. Certain key peacekeeping training centres and actors are not participating in the IAPTC at present.

4. Because of the various issues raised under para. 3, the Executive Committee felt that the organisation is not at present geared to achieve its full potential and decided accordingly to embark on a specific plan of action to revitalise the IAPTC over the coming 12 months.

5. The Executive Committee is mindful of the fact that the timetable it has set for itself to achieve this objective is very short, but it decided to limit itself to the 12 month period because that is the life-span of the mandate of the Executive Committee and because it believes that even if all the elements of the objective has not been met, the next Annual Conference and AGM is an appropriate time to evaluate the

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1 This was the first time an Executive Committee meeting was held after the IAPTC adopted its Articles of Association at its 5th Annual Conference in Canada in 1999. The Executive Committee meeting was attended by: Cedric de Coning – current President (ACCORD), Christine Vroom – past President (Pearson Peacekeeping Center), Col. Annette Leijenaar – DPKO (Head of the Training Unit, DPKO), Col. Pekka Hannukala – Chair: Military Committee (Finnish UN Training Centre), Nicola Nuddi – Chair: Civilian Committee (Scuola Superiore di Studi Universitari e di Perfezionamento “S. Anna”), Col. M.E. Lucey – Europe (Irish UN Training School). Col. Danilo Munzi – Africa (SADC Regional Peacekeeping Training Center) could not attend and the incoming President was not yet elected.

Cedric de Coning
ACCORD
26 June 2000
REVITALISATION OF THE IAPTC: INITIATIVES AND ACTIONS

progress made and to re-assess the action plan initiated to achieve this objective.

6. The Objective is, in short, to revitalise the IAPTC. The Executive Committee has set itself two benchmarks to measure the success of such a revitalisation initiative. The IAPTC will be playing a meaningful role in international peacekeeping training if:

6.1. no major national, regional or international peacekeeping training center or programme can afford not to be a member of the IAPTC; and

6.2. the United Nations Department of Peacekeeping Operations regard the IAPTC as a key partner through which it can interact with the international peacekeeping training community.

7. In order to achieve this objective the Executive Committee has decided on the following actions:

7.1. The purpose of the IAPTC must be clarified. This implies that the relevant paragraphs in the Articles of Association must be amended once agreement has been reached on a clearer statement on the raison d'être of the organisation;

7.2. The IAPTC Secretariat will establish an Electronic Bulletin Board where this and other organisational and peacekeeping training issues can be discussed on an ongoing basis;

7.3. To launch an initiative to make the IAPTC more representative in three identifiable categories:

7.3.1. Regionally: As stated earlier, the IAPTC is currently dominated by peacekeeping training institutions from Europe and North America. This is both because the IAPTC was founded by some of these training institutions and because these institutions can afford the self-funding nature of the organisation's annual conference. To expand the regional representivity of the IAPTC, the following initiatives will be undertaken:

7.3.1.1. The Annual Conference and General Meeting should be hosted on a rotational basis in different regions of the world. As a first step the Executive Committee will try to find a host for the next IAPTC Conference and AGM in Asia. At this point, and based on previous interest expressed, the Executive Committee will try to encourage Malaysia to consider hosting the 2001 IAPTC Conference.

7.3.1.2. The Executive Committee will identify a potential host for 2001, encourage them to consider hosting the IAPTC Conference and Annual General Meetings and assist them in any way possible, including jointly exploring funding, that would make it easier for them to host the next Conference and AGM.

7.3.1.3. In addition, the IAPTC will seek financial support to ensure that the maximum number of countries from South America, Africa and Asia participate in the next IAPTC Annual Conference and AGM.

7.3.2. Functionally: At the moment the IAPTC has as members several military

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ACCORD
26 June 2000
REVITALISATION OF THE IAPTC:
INITIATIVES AND ACTIONS

training centers, several civilian training centers some of whom also train
military personnel; research institutions, and other interested
organizations and individuals. A special Committee for the Military
Training Centers was established in 1998 in Norway and a special
Committee for the Civilian Training Centres was established in 2000.
The Executive Committee identified the UN Civilian Police training
institutions as a key constituency that is currently not represented in the
IAPTC. A special initiative will be launched to encourage CIVPOL
training institutions to join the IAPTC at the next Conference and AGM.

7.3.3. Organisational: A number of important peacekeeping training centers,
programmes or related actors are not currently members or active
members of the IAPTC. The Executive Committee decided to launch a
special initiative to identify these institutions and to encourage them to
attend next year’s IAPTC Conference and AGM.

7.4. The Executive Committee also acknowledged that its long term growth and
development is at present limited by the fact that its only major activity is the
annual conference and annual general meeting. The Secretariat is provided by
the Pearson Peacekeeping Center and it produces a newsletter and maintains
the IAPTC’s web site. If the organisation wants to grow in scope and
function it would need to seek funding for additional activities in between the
Conference and AGM and the running of a Secretariat.

7.5. The Executive Committee will engage the DPKO Training Unit to encourage
them to utilise the IAPTC Annual Conference as an opportunity to engage
with and consult the peacekeeping training community.

7.5.1. The IAPTC Executive Committee will attempt to persuade the DPKO that the
IAPTC should be its partner of choice when ever it seeks to impart
information on ongoing or new initiatives, training courses or areas of
focus, and that it should use the Annual Conference as a soundboard to
seek comment and feedback on new or existing training material,
programmes and publications.

7.5.2. As a first step, the Executive Committee has decided to suggest to the DPKO
that the theme of the next IAPTC Annual Conference be dedicated to
discuss the training implications of the much anticipated Report of the
Panel of Experts appointed by the UNSG to study UN peacekeeping.
The SG is expected to present the Panel’s Report to the Millennium
Assembly in September 2000. It is anticipated that the Report will have
far reaching implications for peacekeeping in the next decade; in the
same way that the 1992 Agenda for Peace set the scene for peacekeeping
policy, training and operations in the 1990s. It will thus be crucial to
study the Report from a training perspective, and to deduce from it the
implications for peacekeeping training. It was felt that this would be a
key first step for setting a new training agenda for the first decade of the
21st century, and that this could be an appropriate theme to signal the
revitalization of the IAPTC at the next Annual Conference.

7.6. The Executive Committee discussed the issue of Recognition and Certification
and at the Annual General Meeting of the IAPTC on 15 June 2000, after
vigorous debate, it was decided to establish a Special Working Committee

Cedric de Coning

ACCORD

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INITIATIVES AND ACTIONS

dedicated to this issue. The Special Working Committee has been tasked to:

7.6.1. Work closely with the DPKO Training Unit, on behalf of the IAPTC, to;

7.6.2. investigate the feasibility of, and modalities for:

7.6.2.1. the implementation of peacekeeping training standards, through;
7.6.2.2. the recognition, accreditation, validation and certification of;
7.6.2.3. specific training courses presented by peacekeeping training centers or
programmes, and/or;
7.6.2.4. the recognition of specific peacekeeping training centers and programmes;

7.6.3. to present a Report on these issues to the IAPTC membership by September
2000 (via the Bulletin Board, Newsletter and IAPTC web site), and after
a period of debate and comment within the IAPTC, prepare a final draft,
and

7.6.4. forward this Report on behalf of the IAPTC to the DPKO in November 2000
with a view it informing the DPKO’s own preparations for its input to the
next meeting of the Committee of 34, scheduled for February 2001, and

7.6.5. that the Special Working Committee will report to the AGM at the 2001
Annual Conference on:

7.6.5.1. how the IAPTC Report was received,
7.6.5.2. what the outcome was of the deliberations of the Committee of 34,
7.6.5.3. what the current status of the issue is, and
7.6.5.4. make recommendations to the IAPTC AGM on the future role of the
IAPTC in this regard.

7.7. The various issues raised above serve to record the decisions of the Executive
Committee and the AGM with regard to the revitalisation of the IAPTC. This
Note lists all the actions decided on by the Executive Committee and
endorsed by the AGM. Annex A contains a specific Action Plan linked with
a timetable and specific persons responsible for these actions.

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Cedric de Coning

ACCORD

26 June 2000
### Annex A: Action Plan for the Revitalisation of the IAPTC

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<th>Timeframe</th>
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<tr>
<td>1. Clarify the purpose of the IAPTC</td>
<td>1. Re-formulate the purpose of the IAPTC; 2. Amend the Articles of Association</td>
<td>Cedric to Executive Committee then 3. Open to comment by membership 4. Decision by 2001 AGM to amend AoA</td>
<td>1. July/August 2. September/October 3. November to March 2001 4. June 2001</td>
<td>Perhaps this review should also include clarifying the procedures for membership and address the issue of 'Centres' in the name of the IAPTC.</td>
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<td>4. Make the IAP more representative</td>
<td>1. Regional 1.1 Find host for 2001 Conf &amp; AGM (Asia) 1.2 Support 2001 Conf with finding sponsor(s) 1.3 Obtain funding for participants from Asia, Africa and South America for 2001 2. Functional 2.1 Ensure CIVPOL participation 2.2. Organisational 3.1 Identify and expand membership to all relevant organisations</td>
<td>Cedric, Executive Committee &amp; IAPKO</td>
<td>1. June +</td>
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Cedric de Coning  
ACCORD  
26 June 2000
## REVITALISATION OF THE IAPTC:
### INITIATIVES AND ACTIONS

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<td>4. Obtain Funding for IAPTC Secretariat</td>
<td>1. Determine need for funding</td>
<td>1. July/August</td>
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<td>2. Develop strategy for fundraising</td>
<td>2. September</td>
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<td>3. Implement</td>
<td>3. October +</td>
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<td>5. Establish Relationship with DPKO</td>
<td>1. Agree on formalised relationship</td>
<td>1. July +</td>
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<td>2. Agree on theme for IAPTC in this process</td>
<td>Cedric to meet with DPKO in August</td>
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<td>2. Report to IAPTC membership for discussion</td>
<td>2. September</td>
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<td>3. Report to DPKO</td>
<td>Via Bulletin Board, Newsletter &amp; internet</td>
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_Cedric de Coning_

**ACCORD**

26 June 2000
Articles of Association
The International Association of Peacekeeping Training Centres

“Dedicated to the achievement of excellence”

Drafted for consideration at the 5th Annual Meeting held at the Pearson

I. Name and Purpose

A. The International Association of Peacekeeping Training Centres is an open and voluntary association of individuals, centres, institutions and programmes dealing with peacekeeping research, education and training.

B. The IAPTC promotes better understanding of peacekeeping, its goals, objectives and of the methods used in training for peacekeeping operations of all types. It will broaden contacts between and among various international organizations, peacekeeping training centres and institutions, Universities and other interested groups, thus leading to more effective peacekeeping.

II. Membership

A. Membership is open to individuals, agencies and organizations engaged in peacekeeping research, education and training.

III. Governance

A. All members shall be invited to participate and vote at the Annual General Meeting. The Annual General Meeting has ultimate authority over the programme and activities of the association.

B. The general direction of the work of the Association shall be the responsibility of the Chairmanship of the IAPTC. It shall consist of a President and two Vice-Presidents from the organizations hosting the Annual Conferences. The term of office of the President shall be one calendar year. The President taking office at the beginning of the calendar year will be from the organization hosting that year’s Annual Conference. The Past-President will be from the organization which hosted the previous conference. The President-Elect will be from the organization which will host the next year’s Annual Conference.

C. The Executive of the IAPTC will consist of eight members. They will be the three members of the Chairmanship, a senior representative from UNDPO, two other members appointed from regions not represented in the Chairmanship, and the Co-Directors of the Secretariat.
D. The term of office of members of the Executive, less the Co-Directors of the Secretariat will be two years.

E. The Secretariat Directors shall be responsible for the continuing operation of the IAPTC under the guidance of the Executive Committee.

III. Meeting of Association Members

A. Resolutions of the Annual General Meeting and any special meeting of the members of the Association shall constitute the expression of the will of the members and shall establish policies to be implemented by the Executive Committee, and the Secretariat Directors.

B. The membership of the Association shall hold an Annual General Meeting at the time of the Annual Conference. All action at the Annual General Meeting shall be by majority of those present and eligible, except in the case of amendments to the By-laws, which will be subject to the provisions of Article VII.

IV. Nominations and Elections

A. At the Annual General Meeting, members will choose a President-elect who will be the lead official of the two-year hence hosting organization.

V. Committees of the Association

The implementation of the Association’s programme, in accordance with the decisions of the Annual General Meeting, shall be the responsibility of the Executive Committee, such other committees and working groups that the Executive Committee shall deem necessary or appropriate to carry out its responsibilities.

A. The responsibilities of the Executive Committee shall be:

1. To recommend to the Annual General Meeting themes for future meetings;

2. To keep members of the Association fully informed of programme activities;

3. To oversee the operations of the Secretariat Directors and the implementation of the Association’s programme and budget;

4. To appoint those committees and working groups that are necessary to implement the Association’s programme and to receive their reports as requested by the Executive Committee; and
5. To advance the status and membership of the IAPTC.

VI. The Secretariat

A. The Secretariat will be headed by the Secretariat Directors.

VII. Host Organization Responsibility

The organization hosting the Annual Conference shall be responsible for all aspects of the meeting and shall follow the theme set out at an Annual General Meeting.

VIII. Amendments

Amendments to these Articles of Association may be proposed by the Executive Committee or by twenty-five members on petition. Proposed amendments shall be presented to the next Annual General Meeting of the membership and shall be adopted if approved by two-thirds of the members present and voting. On recommendation of the Executive Committee, amendments may be submitted to all members by mailed ballot after discussion at the Annual General Meeting and be adopted if approved by two-thirds of the membership.

IX. Procedures

The Annual General Meeting shall follow procedures in accordance with the normal practices of parliamentary bodies.

X. Termination

In case of termination, the assets and obligations of the Association shall be dealt with in accordance with specific arrangements agreed with funding sources and the general provisions followed under law by the host institution.
Regional Perspectives on the Report of the Panel on UN Peace Operations
AFRICA Meeting

Johannesburg, South Africa, 21-22 February 2001

Executive Summary

Participants in the African meeting argued that a UN dominated by powerful states marginalized Africa. Hence they placed emphasis on building regional capacities.

Conflict Prevention

- While African states resist prevention, whether by the UN or others, participants largely supported preventive efforts, while insisting on the role of regional organizations and civil society.
- Several regional organizations have established early warning and prevention units, which should be linked to civil society and to the relevant UN bodies.
- In view of the economic roots of conflict, prevention should employ some of the tools of peace-building as well.

Peacekeeping

- While Africans should insist on the UN’s responsibility for peacekeeping, they should build their own capacity to react to future Rwandas.
- African forces will require training and capacity building to meet higher requirements for troop contribution.
- Since the future of African peacekeeping lies in cooperation between the UN and regional organizations, problems of previous such operations should be studied.
- Africans should also receive additional training for civilian and police tasks in peace operations.

Peace-Building

- The UN with its superior access to resources will have to do the “heavy lifting” of peace-building.
- Since peace-building requires understanding of and access to the dynamics of societies in conflict, the staff of such operations should include Africans from civil society, including a large proportion of women.
- Peace-building should focus on building local governance capacity, not interim international administrations.
- Peace-building requires a transition to sustainable development; Quick Impact Projects should not be Temporary Impact Projects.
Report

For two days Africans from across the continent engaged in spirited and frank debate about the implications of the Brahimi report for their region. The same failures of peace operations that had inspired the UN to commission the report in the first place evoked even stronger reactions among those at the meeting, many of whom had experienced first-hand the conflicts in Liberia, Sierra Leone, Rwanda, Cote d’Ivoire, Mozambique, Zaire/Democratic Republic of Congo, Uganda, Zimbabwe, and elsewhere. The bitterest memories were of the failure to respond to the genocide in Rwanda, which one participant called, “the outstanding example of racism in international affairs.”

The participants recognized that the report described its recommendations as constituting the minimum threshold of change (para. 5), but were unanimous in insisting how minimum that threshold was. They wished to place the report’s analysis of and recommendations for UN peace operations in the larger context of international engagement with African conflicts. The discussion largely agreed on two broad points:

- A UN dominated by the Security Council, a Security Council dominated by the permanent members, and the permanent members dominated by the United States practiced a double standard that marginalized Africa with respect to peace operations. This lack of political commitment or will called into question the relevance of organizational or technical reforms of the UN. Participants leavened this criticism of the UN’s political leadership with ample criticism of the continent’s own political leadership and its failure to articulate a meaningful agenda for change.

- In view of the marginalization of African concerns within the UN, participants placed greater hope in strengthening Africa’s own capacity for conflict management and peace operations, especially through regional and sub-regional organizations, under Chapter 8 of the UN Charter, and as mentioned briefly, in para. 54 of the Brahimi Report.

While some versions of these two points appeared to command broad assent, two voices emerged articulating different interpretations of their implications. These voices (more plural than this summary can recognize) proposed different readings of the slogan, “African solutions to African problems.”

- One voice embraced the motto, urging that, given the lack of political commitment to African concerns by the UN and the powers that dominate it, the Brahimi report should be left to a peaceful death. African actors should primarily fall back on their own resources to establish their own capacity for conflict management, including peacekeeping.

- Another voice cautioned that the slogan might legitimate global disengagement from Africa and argued that despite their frustrations, African actors needed to engage and
In the end these divergent tendencies seemed to converge on a position supporting African-initiated action to address Africa's problems jointly with the international community, while recognizing that such collaboration would be all the more credible and effective the more Africans clarified their own agenda and built their own capacity. Participants pointed out that presidents Thabo Mbeki of South Africa, Abdelaziz Bouteflika of Algeria, and Olusegun Obasanjo of Nigeria will soon release a joint statement on the future of Africa, which might provide important guideposts.

Some speakers also expressed discontent with the centralized nature of the process. The Brahimi report was first written at UN headquarters, and regional consultations (sponsored by private groups with the support of the UK's Department for International Development) occurred only after the fact. This was the opposite of what should have happened. Perhaps, one participant suggested, Africa should sponsor its own report on peace operations.

Regional Organizations and Decentralization of Peace Operations

Much of the discussion revolved around regional peace operations and their relationship to the UN. Some participants called for a more far-reaching "decentralization" of international peace operations, including not only regional and sub-regional organizations but also civil society. Nonetheless, all agreed that the UN should be let off the hook as the principle repository of responsibility for peace and security.

Chapter eight of the UN Charter provides that regional organizations can carry out peace operations, provided they are consistent with the UN charter and receive authorization, as necessary, from the UN Security Council. Africa possesses a complex system of such organizations. These organizations have at times shown initiative and capacity, but often they suffer from major flaws. Strengthening these organizations should be a pillar of peace operations in Africa.

The Organization of African Unity (OAU) presides over the African regional system, including member states, the general secretariat, and subregional organizations, whose role within the OAU system is formally recognized by the Treaty of Abuja. This treaty recognized the sub-regional organizations as blocs for economic cooperation, but most are evolving into security communities as well. Those most discussed at the meeting were the Economic Community of West African States (ECOWAS), the Southern African Development Community (SADC), and the Intergovernmental Association for Development (IGAD) in the Greater Horn of Africa. Not all are at the same level of development.

The UN has formal agreements with the OAU and SADC, and it is contemplating one with the Economic Community of Central African States (ECCAS). The latter, though it has existed since 1983, still does not have its own building. Thus far the UN has no agreement with
ECOWAS, despite the latter's activity in peacekeeping and enforcement in Liberia and Sierra Leone and its current sponsorship of a projected preventive deployment in Guinea.

The terms of engagement between the UN and these regional organizations remains contested. Some argued for a relationship of "subsidiarity," in which problems are first addressed by the organizations closest to the problem (sub-regional), ascending to the OAU and UN to the extent that the problem exceeded the capacities of the lower-level organization. Most struggled with more complex notions of the division of labor. The UN, and, within the UN, the Security Council, has overall responsibility for global peace and security. As far as possible, it should be held to that responsibility, though implementation should often be devolved to regional organizations. Once regional military deployments create appropriate conditions, the UN system appeared to have greater capacity to deal with massive humanitarian assistance and refugee crises, though some regional organizations (IGAD, e.g.) are trying to improve their capacity in this field. The UN's superior access to economic resources also would make it responsible for the "heavy lifting" of peace-building. Some cited the emerging settlement of the war between Ethiopia and Eritrea as a positive example of collaboration, with the OAU having acted as primary mediator and the UN taking responsibility for the peacekeeping and border-delimitation exercises. Similarly, African states and the OAU mediated the Lusaka accords on the DRC, while the UN has become the focus for attempts at implementation.

Some cited chronic problems in such collaboration: the Security Council wants to monopolize peace operations, even when it is reluctant to authorize them, and the UN with its superior resources tends to push the OAU and other regional organizations aside. ECOWAS and the UN became competitors in Sierra Leone.

Speakers recognized that if such collaboration were to work, Africans would have to bring more to the table. Regional organizations are often divided and lacking in resources. They rely on donor contributions, and states do not pay their dues, even to the OAU. "If we want others to take ourselves seriously, we must take ourselves seriously," said one speaker.

Some sub-regional organizations (notably ECOWAS) have clear hegemons, while others (SADC) are factionalized by competition (between Zimbabwe and South Africa). Reliance on sub-regional organizations could mean reliance on regional hegemons, who may have their own problems or agendas. Operations would take place only in small states. The DRC war illustrates one problem: there is no hegemon to intervene decisively, and the contention for this role is one of the causes of the war. Similarly, who would intervene if the conflict between Nigeria and Cameroon escalated? One alternative is for sub-regional organizations to communicate and coordinate with each other better and even engage in joint operations out of their own regions, if necessary.

Some participants, especially those from NGOs, emphasized that decentralization and reliance on African actors had to include participation by African NGOs. Their monitoring activities are essential for prevention, and their links to society are vital for peace-building. Yet African regional organizations often resist participation by civil society. The recommendations of the Brahimi report that the UN should open its doors to civil society should first of all include local
civil society rather than global NGOs, and this recommendation applies equally to African regional organizations. These organizations often resist civil society participation, as they are largely composed of states that are not even accountable to their own people. Strengthening the capacity of civil society to use information technology would enable it to contribute much more, especially to conflict prevention and peace-building.

The need for links of UN peace operations to regional and local actors emerged as a key topic in the discussions of the thematic areas of prevention, peacekeeping, and peace-building.

**Conflict Prevention**

Citing, among others, the current conflicts over land and governance in Zimbabwe, speakers noted that conflict prevention should not mean suppression of symptoms of problems, but work for transformation of the conditions that lead to violence. In view of the deep sources of conflict, argued others, prevention requires several dimensions of action: responding to early warnings of conflict events, transforming structural sources of conflict, and building regional capacities and regimes for peace and conflict management. Participants repeatedly evoked the need for democracy, respect for human rights, and an end to the “culture of impunity” on the continent.

Speakers from regional organizations noted that the Brahimi Report’s discussion of the resistance of many governments to fact-finding missions and quiet diplomatic attempts to avert problems remained pertinent to Africa. Heads of state refused such assistance as interference or violation of sovereignty. The government of Cote d’Ivoire rejected several such démarches and persisted in the policies that led to the recent and continuing troubles.

An NGO participant argued that such a narrow definition of sovereignty “does not reflect the aspirations of the people of this continent. The era of exclusiveness is over.” Without the active involvement of civil society, quiet diplomacy was indeed likely to fail. Only the militancy of civil society assured that President Jerry Rawlings of Ghana stepped down as required by the constitution, this speaker contended. Others also emphasized the importance of civil society for early warning and prevention. Several subregional organizations (IGAD, ECOWAS) are setting up early warning units that will in part gather the view of “ordinary people” and civil society. These units should be linked to the UN bodies engaged in similar functions.

Several regional organizations are also engaged in attempts to suppress small arms trafficking, an important accelerator of conflict. Participants underscored the importance of these efforts but also pointed out that these arms come from outside Africa, and that the global preventive efforts underway in this area were needed to complement the regional ones.

In view of the social and economic roots of conflicts in Africa, preventive activities also should include some of the tools of peace-building. For instance, the Quick Impact Projects discussed in the Brahimi Report under peace-building should also be used proactively for preventive purposes, and should be linked to longer-term strategies. The tools for strengthening governance relevant to peace-building should also be used to strengthen local governance structures and democracy in areas where conflict was emerging.
Peacekeeping

Overall, participants favored variants of UN partnerships with the OAU and sub-regional organizations for peacekeeping, with far more emphasis on building the capacities of those organizations and of troop contributing states than figured in the Brahimi Report. The reports of two recent meetings of the African Chiefs of Defense Staff contained important guidelines on these topics and should be brought to the attention of the UN.

Some cautioned that African states and organizations have far to go before meeting the requirements of operations, especially according to the standards set forth in the Brahimi report, as well as in meeting the political requirements for impartiality. But in view of the refusal of major states to contribute troops to UN operations in Africa, and the perception of the Department of Peacekeeping Operations as particularly distant from African concerns and lacking in African personnel, no one saw any alternative to regional capacity building, though emphases differed. As one participant said, “We should hold the UN’s feet to the fire” as the principal body responsible for peace and security, but “Africa should build its own capacity, so that if Rwanda happens again, we can do something.”

Africa has demonstrated its willingness and capacity for peacekeeping operations through its significant contributions of troops and police to UN operations, as well as the operations various organizations have undertaken outside of UN auspices. Nonetheless, especially in view of the requirements for inter-operability and for the deployment of larger units (brigade rather than battalion) recommended by the Brahimi report, African militaries will need additional unit-level training and better equipment. Thus far some countries have resisted outside offers to provide such assistance (such as the US Africa Crisis Response Initiative).

Many participants seemed to prefer that both the training and funding for these arrangements come through the UN. One suggested that peacekeeping assessments paid to the UN could be disbursed to regional organizations to implement the peace operations. Others argued that this proposal was a contradiction: Africans want to be self-reliant with outside funding. Another proposed that Africa initiate a partnership by approaching the UN and others with “sound business plans” for regional capacity building for peacekeeping.

Since future operations in Africa would likely involve cooperation between UN and African regional forces, the UN should study the lessons of previous joint operations in Liberia and Sierra Leone. ECOMOG was given the responsibility of protecting the UN, even though the latter had more resources. The disparity in pay between the staff of the two components of the operation also caused tensions.

Besides these military components, participants also suggested that regional organizations should prepare lists of African candidates for leadership roles in peace operations. In addition, while African states were already significant contributors of civilian police, African police needed better training for peace operations, beyond what they now receive through one center in Zimbabwe. Such training could be undertaken through the various associations of Regional Police Commanders, which collaborate with Interpol on regional crime control. At least one NGO (ACCORD in South Africa) is currently training civilian personnel from Southern Africa.
for peace operations. Lists of those trained and available should be supplied to regional organizations and the UN, and such training programs should be multiplied.

Some noted the problems and risks associated with reliance on regional capacities. Units trained for peacekeeping can use those skills for war, as when an ACRI-trained Ugandan brigade deployed to the DRC. National interest, as one participant said, is the oil that lubricates regional interventions, which means that peacekeeping can be used as a cover for intervention or even aggression, as in the DRC. Sub-regional organizations, even the more developed, such as SADC, lack the internal cohesion needed for successful and impartial peacekeeping operations, and are composed of states that themselves have grave internal problems and lack resources. One participant suggested that the UN mediate the conflicts among the members of SADC over peacekeeping operations. For all these reasons, partnership with a more effective UN would be desirable. Without major change in the attitudes of the Security Council and the developed world’s troop contributing countries, however, such partnerships will not happen, and regional peacekeeping remains the most likely alternative.

**Peace-building**

The passionate and immediate concerns of the participants with the need to halt and prevent ongoing conflicts in Africa meant that they spent less time discussing peace-building. In this area, the involvement of the UN appeared less problematic. Once peacekeeping operations, whether regional or UN-led, prepared the ground, the UN, with its access to resources would do the “heavy lifting” of peace-building. The one area where participants articulated the clearest dissatisfaction with UN peace-building operations occurred in statements from NGO representatives from Liberia and Sierra Leone, who accused the UN of complicity with a “culture of impunity” that allowed war criminals to become presidents and ministers as parts of “peace settlements.”

Participants expressed the same concern for African ownership of peace operations less through advocating a greater role for regional and sub-regional organizations than in articulating the need for ownership by local societies and communities of the processes of peace-building. Building peace after conflict requires an intimate knowledge of the local dynamics of conflict processes as well as of local capacities for peacemaking. These are found in local communities, civil society, and in particular among women, who have often been excluded from roles in conflict and the negotiations and peacekeeping that may end it. A peace-building operation must identify and incorporate all the stake holders in peace.

Hence peace-building operations must establish firm relations with these local constituencies. This requires a staff recruited largely from the region. The operation must build relations with civil society and NGOs, especially local NGOs, rather than the large transnational ones that have such a large presence in humanitarian operations. It is particularly vital to recruit and retain a high proportion of women in the staff of peace-building operations. The staff would require conflict resolution skills and perhaps a dedicated unit on conflict resolution.

Speakers expressed some skepticism about a standardized legal code for interim administration and emphasized instead the need to strengthen existing administrative structures to meet people’s
basic needs. Governance measures should go beyond law and order to strengthen dialogue, democracy, and the rule of law, without being totally coopted by the existing state structures. The observations on civilian police training and deployment mentioned above under peacekeeping also apply to peace-building operations.

Peace-building operations need to incorporate programs for populations with acute needs such as refugees, internally displaced persons, and former combatants. Demobilization and reintegration must be fully funded from the main budgets of peace-building operations.

Finally, especially in Africa, where the economic roots of conflict lie so deep, peace-building must be extended to a transition to sustainable development. Quick Impact Projects should not also be Temporary Impact Projects. The rule of law, governance, and democracy should provide a framework for people's livelihoods. And where governance and livelihood reinforce each other, peace-building becomes sustainable conflict prevention.
Regional Consultations to Assess the Report of the Panel on UN Peace Operations
ASIA Meeting

Singapore, 26-27 February 2001

Executive Summary

On 26-27 February 2001, representatives of states, inter-governmental organizations, non-governmental organizations (NGOs), academia reflecting the various sub-regions of Asia gathered in Singapore to discuss the Report of the Panel on United Nations Peace Operations (Brahimi Report) and the role of the UN in peace and security in the region. This was one of a series of regional consultations designed to foster a discussion between the Brahimi Report's recommendations and regional perspectives.

- The overall assessment of the UN's role in peacekeeping was positive. Reservations were expressed about the UN's success in peace-building, however, where it should be doing more. By contrast, with the exception of the good offices of the Secretary-General, the UN was seen as having little formal role to play in prevention, where the preference was for local institutions and bilateral arrangements.

- Concern was expressed about the lack of involvement of Asian states in decision-making on peacekeeping. In addition to the larger question of representation on the Security Council, participants were concerned that the region contributes a large proportion of the UN's peacekeepers, and yet has little formal role in the establishment of mandates.

- The primary function of regional organizations in Asia is in the economic sphere, though this may provide the basis for developing confidence-building measures, and establishing networks for preventive diplomacy. A majority of participants saw such organizations as having little or no formal role to play in peacekeeping operations, at least for the time being.

- Local actors should play a more active role in UN peace operations, particularly complex operations. East Timor in its later stages is seen as a relatively successful example of such engagement.

- The bedrock principles of peacekeeping — consent of local parties, impartiality, and the use of force only in self-defense — remain an important part of peacekeeping. Nevertheless, impartiality should be seen in terms of the fair application of a mandate, and not as an excuse for moral equivalence.

- The UN must do more to improve the quality of its personnel — both in terms of improving its internal recruitment mechanisms, and its relations with experts and local actors in the field. Failure to do so not only hinders the chances of success in a particular operation; it undermines the credibility of the UN more generally.
**Regional perspectives**

A preliminary question was whether it makes sense to talk of an “Asian” perspective in international affairs, when that term embraces such a large proportion of the world’s population and such diverse cultures. Although most participants agreed that there is no such thing as a single “Asian” perspective, a few themes developed over the course of the seminar that reflect attitudes broadly held across the region.

There was disappointment that the voice of Asia is not used more constructively in the United Nations. On the contrary, it is sometimes associated with obstructionism. Some participants argued that this was due to the lack of ownership Asians feel over international institutions and the dominance of “Western values” in the work of the UN. There was some dissatisfaction concerning the low number of Asians represented at senior levels of the UN and the lack of influence of troop contributing countries (including many Asian states). When a region is contributing a substantial number of troops to UN missions, it was argued, those states should have a say in the planning of the operations.

The importance of consultation and consensus in decision-making was stressed repeatedly. Many Asians are suspicious of institutions that are susceptible to power, particularly when such institutions are used by powerful states when it suits them, but disregarded when these states find them inconvenient. NATO’s action in Kosovo was seen as an example of this. When institutions formalize inequality, a common reaction is to disregard them.

This sense of marginalization reinforces several perspectives already prevalent in Asia. The first is a widespread wariness of trends that compromise the traditional rights and privileges of sovereignty. Many participants emphasized the principle of non-intervention and the importance of the consent of the targeted states in UN peacekeeping operations.

The preference for a limited role for the United Nations in Asia was a sub-text throughout the conference. In discussion on the case studies of Aceh and Sri Lanka, there was little consideration of any formal role for the UN. This is an important message for the UN leadership, indicating that it should be humble in assuming a lead role in all conflicts, and selective when deciding in which conflicts it should become actively engaged.

At the same time, the involvement of the UN may have political consequences. In intra-state conflicts in particular, non-state actors (such as the LTTE in Sri Lanka and the Acehnese in Indonesia) may desire UN intervention, while states reject it as an infringement on their sovereignty.

In preventing and resolving such intra-state conflicts, the role of regional organizations such as the Association of South-East Asian Nations (ASEAN) and the South Asian Association for Regional Cooperation (SAARC) was emphasized far more than that of the UN. There was broad consensus that regional organizations have a vital role to play in confidence-building measures.
and conflict prevention. ASEAN, for example, with its focus on dialogue and reconciliation is seen as an important tool in creating stability through economic integration. Even though ASEAN has no immediate aspirations to conduct peacekeeping operations, it provides important mechanisms for cooperation and dialogue that can be developed further and may be tapped into by the UN.

There was some division on the appropriateness of regional organizations playing a lead role in peacekeeping operations. Some participants viewed the UN as the only legitimate body to authorize a peacekeeping operation, while others disputed whether the UN was capable of fulfilling that role in practice and favored the expansion of the mandates of regional organizations. For the time being, it is unlikely that regional organizations in Asia would assert a role in peacekeeping operations comparable to that of the Economic Community of West African States (ECOWAS) in West Africa or NATO in Europe. Nevertheless, it was recognized that the experience of ECOWAS and the European Union (EU) showed that economic integration might lead to greater political integration. Such integration may lay the foundations for lasting and durable peace in the region.

In addition to the importance of UN cooperation with regional actors, there was broad agreement that collaboration between the UN and local partners is essential for success, particularly in complex operations. This comprises the need for trust on the part of local actors, as well as the importance of tapping into local expertise. The UN cannot substitute for this sort of engagement. Having a sense of ownership over developments is essential in order for local actors to cooperate with UN staff and to play their part constructively. This will in turn add legitimacy to an operation. This was seen as a relatively successful element of the later stages of the UN Transitional Administration in East Timor (UNTAET).

**Peacekeeping, peace-building, and prevention**

There was broad support for maintaining what the Brahimi Report refers to as the "bedrock principles of peacekeeping": consent of the local parties, impartiality, and the use of force only in self-defense. These were seen as particularly important in the context of "traditional" peacekeeping operations, but there was a diversity of views on whether they should apply to other operations authorized by the Security Council.

The question of impartiality gave rise to discussion over the extent to which United Nations forces should remain impartial in the face of a deteriorating security situation, particularly if one group is acting as a "spoiler". On the one hand, it was argued that the need for impartial peacekeeping should not translate into moral equivalence on the ground. A peacekeeping force should see impartiality as applying to the implementation of the force's mandate — if one group is acting contrary to an agreement that provides the basis of that mandate, it is not a violation of impartiality to take action to ensure that such a group is brought into line. On the other hand, one participant suggested that the UN's involvement in Somalia was compromised precisely because of its departure from the traditional principles of impartiality, leading it to fight battles for which it was neither authorized nor prepared.
If the UN does not deal with spoilers by force, how should it deal with them? Here, there was some consideration of the use of economic sanctions, and of selective amnesties — particularly in light of the Cambodian experience of dealing with the Khmer Rouge during and after the UN Transitional Authority in Cambodia (UNTAC). Participants were pragmatic in their assessment of the values of such amnesties being traded for peace.

There was broad support for the argument made in the Brahimi Report that the proper aim of a UN peace operation should be the creation of a lasting foundation for peace, rather than the absence of war. The UN has been relatively successful in traditional peacekeeping operations, but needs to do far more in the area of peace-building.

In order to fulfil the increased expectations of the UN in peace and security, it was accepted that greater resources are required. In particular, there was much sympathy for the Brahimi Report’s recommendations on strengthening the quantity and quality of Department of Peacekeeping Operations (DPKO) personnel in particular.

Some frustration was expressed concerning the slow speed and, on occasion, low quality of recruitment for UNTAET. In particular, there was criticism of the internal conflicts between the Department of Political Affairs (DPA) and DPKO operations that led to experienced personnel from the UN Mission in East Timor (UNAMET) not being recruited for the following UNTAET operation. There was also concern that the failure of the UN to consult with outside experts when starting a complex operation such as UNTAET unnecessarily delayed the effective use of the substantial resources devoted to the problem. In addition, where it is necessary to train staff on the job, it makes more sense to train people from the region who will remain there than to train international staff who will leave.

The UN faces understandable difficulties when attempting to start up complex operations. One reason is that the politicized nature of Security Council decision-making may lead to only a few days’ notice of such operations being given. Nevertheless, at least some of these difficulties might be avoided if the UN provided greater resources in reserve, and established closer partnerships and networks with groups that might provide expertise to facilitate planning complex operations. At the same time, it was suggested that having an entire police force standing by was neither an efficient nor a realistic way to use limited UN resources.

The failure of the Brahimi Report to deal with prevention was duly noted. Two reasons were given for this: (i) the view that preventive diplomacy is better undertaken by member states rather than UN; (ii) the fact that the UN has been relatively unsuccessful in prevention, in contrast to its relative success in peacekeeping operations (particularly in the Asian region).

As indicated above, there was some reluctance to accept a formal role for the UN in prevention, though the informal use of the Secretary-General’s good offices were seen as both important and appropriate. Heads of state often play the most effective role in prevention in the Asian region — to some extent, the Secretary-General’s role mimics this. The benefits of such an approach is that it is flexible and discreet; the downside is that it is entirely dependent on personal characteristics of the individual concerned, and may not establish institutional knowledge that can be used by future office-holders.
Reform of UN peace operations

In discussions on the detail of the Brahimi Report, one preliminary question was whether it was appropriate to call its many recommendations “technical”. Some participants suggested that the Report should have gone further than mere technical recommendations; others suggested that the Report disguises fundamental challenges to the UN Charter as “technical” changes.

Technical and political changes may go hand in hand, however. The recommendations concerning the Secretary-General’s relations with the Security Council, for example, might be seen as technical but have highly political consequences for relations between these two institutions. In addition, some of the technical problems in planning and coordination exacerbate political tensions and create barriers to effective deployment of UN resources.

The formation of Integrated Mission Task Forces (IMTFs) was seen as a promising step in overcoming these problems. Concern was expressed, however, as to whether an IMTF would have the authority to challenge the Security Council over a mandate that was regarded as uncertain or unworkable.

There was broad recognition that the Brahimi Report focused primarily on one aspect of the United Nations’ role in peace and security: peacekeeping. One participant likened this to a report on improving surgical techniques, which did not address in detail preventive medicine or post-operative care.

In discussion on the case studies of East Timor and Cambodia, the UN was given a broadly positive assessment of its overall performance. Nevertheless, it was suggested that these conflicts exhibited some of the problems that the Brahimi Report seeks to rectify. East Timor, for example, was a clear case of the UN operating on “best case” scenarios in the lead up to the August 1999 popular consultation, when the Indonesian military was entrusted with providing security.

Conclusion

A news report in the Straits Times the day after the meeting reflected the overriding concern of the meeting that there should be a greater connection between those who plan peace operations, those who implement them, and those who are the intended beneficiaries. Countries that provide troops for peacekeeping operations should have a greater say in the formation of mandates if they are to be carried out effectively; local actors should be engaged from the outset if such operations are to have any chance of lasting success.
Regional Perspectives on the Report of the Panel on UN Peace Operations
LATIN AMERICA Meeting
Buenos Aires, Argentina, 22-23 March 2001

Executive Summary

Thirty representatives of policy and academic institutes, government ministries, non-governmental and inter-governmental organizations, from eleven Latin American states, met at the Belgrano University in Buenos Aires on February 22 and 23, 2001 to discuss the Brahimi Report’s implications for the region. The principal findings were:

Peacekeeping Operations

- The Security Council uses political rather than operational criteria when deciding which conflicts to respond to and with what resources. Participants found it unacceptable that there should be sufficient political will to pull together resources for operations in Europe but not in Congo.
- Participants viewed with concern the resistance of developed countries to contributing troops for UN operations.
- The time lag between a resolution to establish a peace operation and its deployment provides an opportunity for spoilers to undermine peace accords. The most useful tools for reducing this lag are stand-by agreements and immediate impact development projects.

Peace-building

- There is a lack of effective coordination among the international agencies involved in peace-building activities, often leading to waste of human and financial resources.
- Peace-building activities should be financed from the United Nation’s regular budget, and there should be an integrated peace-building unit in the Department of Political Affairs.
- International peace-building missions must better coordinate their work with local actors and institutions.

Conflict Prevention and Resolution

- An information and strategic analysis system is essential for conflict prevention and management. An interagency task force should be created within the Department of Political Affairs that would house a data analysis unit, and that would enforce interagency cooperation on information sharing and strategic planning.
- The Department of Political Affairs’s overall weakness in staffing and expertise prevents it from developing its role in conflict prevention. This deficit must be resolved, despite ongoing budgetary constraints.
- Regional and sub-regional organizations should play a creative, flexible role in cooperative security for conflict prevention, especially in dealing with the major sources of ongoing conflict such as arms traffic and narcotraffic.
General Considerations

- Zero-growth budgetary restrictions can impede and undermine the current efforts to reform United Nations peace operations.
- Any restructuring of United Nations peace operations should be based on the premise that conflict prevention, peacekeeping, and peace-building are often-overlapping stages of the same process; UN agencies should have the capacity to act at any of these stages, rather than reacting to crises already underway.

Report

The meeting followed a workshop format during the first day. Participants divided themselves into three working groups, corresponding to the Brahimi Report's thematic organization: peacekeeping operations; peace-building; conflict prevention/ resolution. No overarching framework was imposed on the working groups; the intention was to invite unrestricted reflection and brainstorming. The results were discussed among all participants at a plenary meeting the second day, at which the full group commented on, modified, and in some cases dissented from the working group findings.

The perspectives voiced at the Buenos Aires meeting reflect the region's experience with United Nations peace operations. The discussion of conflict prevention and resolution returned often to Latin America's historical commitment to non-interference in domestic affairs by outside powers, but it also recognized the fairly recent positive experience of UN mediation in Central America and informally in Colombia.

Latin America has and can foresee virtually no direct experience of traditional "blue helmet" operations. Therefore, the discussion of peacekeeping primarily reflected a) the operational experiences of military and police officers who had served in various field missions; and b) the governments' concerns that wealthier developed states will continue to withhold resources for peacekeeping, leaving troop and resource contribution to lesser developed countries.

The topic that most directly engaged the participants was the area in which there is current activity in the region: peace-building. Many practitioners currently or recently working with postconflict projects in Central America were present, and the discussion clearly reflected their field experience.

The two points of convergence most often expressed by members of all three groups were, first, that the zero-growth budgetary restrictions on UN peace operations will impede and undermine reform efforts. Second, that the conceptual division between conflict prevention, peacekeeping, and peace-building is artificial and counterproductive, and that any restructuring of UN peace operations should be conducted based on the premise that conflict resolution is a process incorporating these three stages. One member noted that the conceptual distinction between the three areas is misleading, as they so often overlap and feed into each other, and voiced the concern that maintaining this segregation could confuse the process of reforming the UN's "peace service" provision. Participants repeatedly emphasized the urgency to approach this as a unified process and to increase coordination among the relevant agencies. Further, the end
product, "peace," will only be sustainable if the agencies involved in the operation pay close
attention to rectifying the actual causes of conflict from the first warning.

Areas of disagreement reflected the diversity of perspectives and interests in the region, falling
along cleavages among the participants, both from different sectors (NGO, diplomatic, academic,
or military) and from different states or subregions. For example, representatives from larger and
wealthier states expressed a greater degree of distrust of UN peacekeeping and humanitarian
intervention, whereas members from less developed states expressed a more sanguine view of
UN intervention generally, and tended to demand more intervention -- or assistance -- rather than
less.

Peacekeeping Operations

The Brahimi Report is being analyzed at an opportune moment, as it encourages the UN to take
advantage of the lesson from recent negative experiences of complex operations, especially in
Rwanda and Srebrenica. However, this is seen as a political response to recent disasters that
seeks to highlight and correct the operational problems that were partially responsible. Thus, the
Report operates simultaneously on two fronts: first, that of real world conflicts and the practical
question of how to reduce or resolve them. Second, that of the UN's own political logic. The
Report was written and is being assessed as an internal document; therefore, the reform effort
remains within the UN's political parameters. It does not present novel ideas -- most of the
operational reforms have already been proposed in the past few years. UN officials and member
states will analyze and implement the Report's proposals according to the logic of what is
politically feasible. For example, the recommendation that Security Council mandates be "clear,
credible, and achievable" overlooks the fact that ambiguity is often built into mandates as a result
of the complicated political dynamic of the Security Council, which is composed of states with
diverse interests.

One recurring opinion was that the selectiveness of the Security Council in deciding which
conflicts to respond to and with what kinds of resources serves to undermine the goal of
guaranteeing international peace and security. It is obviously very difficult for the Security
Council to take measures that challenge powerful countries, as was seen in the delay in
deploying the East Timor operation in the face of opposition from Indonesia. And participants
considered it unacceptable that there should be sufficient political will to pull together resources
for operations in Europe but not in Congo. In this regard, participants viewed with concern the
resistance of developed countries to contributing troops for UN operations.

Members of this group noted a negative reaction to the Brahimi Report from other regions, and
attributed this to the opposition generated by the concept of humanitarian intervention and
suspicions aroused by an increase in the Secretary-General's autonomy. They considered that the
majority of Latin American countries did not share this negative reaction because Latin
Americans generally do not have the same distrust of UN intervention as is evident in other
regions. [It must be noted that one participant strongly disagreed with this assertion.]
Nonetheless, several found the notion of an "imposition of peace," which was implicit in many
of the report's proposals, to be very worrying, and insisted that any such intention be made
explicit and be subjected to a complete analysis.
Participants considered efforts to strengthening the UN to be valuable. They especially supported efforts to increase the UN's capacity in conflict prevention, emphasizing that preventative measures must focus on attacking the causes of conflict rather than the symptoms in order to prevent it from recurring or spreading. The demand for UN involvement in conflict prevention and resolution is growing, because the parties in conflict recognize their incapacity to resolve the situation by their own means. The fact that they are resorting to the UN for assistance reveals heightened expectations of the organization's capacity to promote peace resolution of internal conflict, and these will have to be met.

Finally, participants were strongly in agreement with the recommendation to fill the time lag between adopting a Security Council resolution and implementing it. Time lags provide an opportunity for spoilers to find ways to undermine peace agreements. The most useful tool for increasing the speed of UN peacekeeping responses is development of stand-by agreements. Participants viewed positively the recommendation to increase the autonomy of Special Representatives of the Secretary General in the field, especially with regard to administrative and budgeting functions. Special Representatives should have the capability to implement economic projects of immediate impact as a means of reducing the pernicious effects of the time lag between resolution and deployment. This point was reiterated in the plenary session, with the additional comment that the Report's proposal to include funds allocated for small, immediate impact development projects in an operation's peacekeeping budget would create a propitious climate for the operation. Further, it is all the more important to fund immediate impact projects as a conflict management measure where violence has not yet broken out. This would be a truly cost effective initiative for conflict prevention.

Peace-building

The meeting was enriched by the presence of several participants with personal experience in peace-building operations, particularly in Central America. They noted three main areas of fundamental concern in mission design, deployment, and conduct in the field.

First, they found a lack of effective coordination among the international agencies involved in peace-building activities, often leading to waste and fragmentation of human and financial resources. Coordination needs to be improved throughout the entire peace process, from prevention of incipient conflict to resolution of ongoing conflict and to postconflict peace construction. The construction of peace must be based on an integrated understanding of what causes social conflict, with special attention given to the socioeconomic dimensions.

Second, the mechanisms for post-mission follow up and continued monitoring are unclear, and fail to properly specify who is responsible for ensuring that accords not yet implemented by the mission's withdrawal are completed, and how they should go about it.

Finally, they found that the missions' coordination with local actors and institutions was insufficient. Mission leadership should identify the local actors whose activities could be
coordinated in partnership with the UN throughout the peace-building process, for example through the creation of mechanisms for institutional cooperation.

To address these concerns, they recommended, first and foremost, that peace-building activities should be financed from UN's regular budget.

Responding to the Report's proposal for an Information Evaluation and Strategic Analysis System, participants concurred that such a unit is vitally important for peace-building operations, as well as for conflict prevention, and that it should also be financed from the regular peacekeeping budget. Along these same lines, they agreed that the "lessons learned" unit should be strengthened.

Approaching the problem of peace from an integrated perspective, they recommended that UNDP and other agencies for social and economic development should have a much greater role in peace-building. Peace-building should be defined to include activities designed to address the root causes of conflict in order to prevent violence from recurring in the future.

To address the weakness of mission coordination with local actors, participants recommended that, in general, peace-building in the field should follow a framework of maximum decentralization and maximum horizontal coordination. Mechanisms should be created to encourage multisectoral coordination of civil organizations, legislative officials, political parties, and the judiciary. These civil sectors should be given greater responsibility for monitoring the implementation of peace accords. This was attempted in Guatemala, but the mechanisms established for civil sector monitoring were ultimately weakened and undermined in the domestic political process of implementation.

In the area of doctrinal and strategic concerns, the emphasis has to be placed on the sustainability of peace-building. For example, maximum effort should be made to prevent peace missions from becoming substitutes for national institutions, not only because this is pernicious to the development of healthy local institutions, but also because a multilateral operation is only in the country temporarily. The focus during the operation must remain on establishing and building the capacities of national institutions.

Specific actions that could be taken in this area include conducting an integrated analysis at the outset of the operation of the socioeconomic conditions that impede human development, incorporating where available analyses already produced by local organizations or think tanks. Second, the mission should conduct an inventory of national academic and other civil organizations, with the intent to utilize and strengthen existing capacities. UN agencies should include local academic networks and specialists (where appropriate) in project development. The mission office responsible for institution-building should focus on developing training programs for civil organizations, legislative representatives, and political parties. Priority areas for capacity-building are advocacy training for nongovernmental organizations and training in negotiation and conflict resolution techniques. Another priority area is the establishment of civilian police training programs and development of strategic relations between police academies and academic and other civil organizations. The UN should place special emphasis on recruiting women for the civilian police units.
Conflict Prevention and Resolution

Of the three sections, “prevention of conflict” is the least well defined in the Brahimi Report. Several participants found this ironic, as the Secretary-General himself has stated that he considers conflict prevention to be the cornerstone of collective security in the 21st century. The report addressed conflict prevention through an endorsement of the Secretary-General’s use of fact-finding missions. However, members of this group concluded that the proposal to create an Information and Strategic Analysis Secretariat that would evaluate information from the field and maintain a data management system is a more consistent and powerful measure to identify and prevent the outbreak of conflict. The discussion revolved around four major themes:

I. An Information and Strategic Analysis Secretariat:

For purposes of conflict prevention, the main advance in the Brahimi Report is in the proposal to create an Executive Committee on Peace and Security information analysis system. Most participants in this group agreed that a strategic analysis unit is crucial if the UN is serious about preventing conflict that could threaten international peace and security. Information from UN agency field offices needs a channel that would reach to the Office of the Secretary-General. Information from the field must be subjected to rigorous analysis, and relevant results must then be accessible to field offices on a need to know basis.

It appears that the Secretary-General has since chosen to leave this proposal for “further study,” an indication that some member states are alarmed by its implications. One participant suggested that this is primarily a problem of marketing: the Secretary-General needs to find a way to market the idea to member states in a manner that avoids arousing suspicions and mistrust. Many participants argued that these suspicions are anachronistic holdovers from cold war diplomacy, inappropriate under 21st century circumstances.

However, other members of the group strongly disagreed, and considered that government resistance to UN intelligence gathering on national territory is quite sensible. They noted several important points that were not clearly specified in the reference to fact-finding missions, such as:
- what kinds of envoys could be deployed;
- what mechanisms would ensure that a fact-finding mission was initiated as a first step in a conflict prevention process (and not for some other purpose).

Despite these concerns, the majority of participants from all three groups recommended that an interagency task force be created within Department of Political Affairs that would house a data analysis unit. Such a unit would enforce interagency cooperation on information sharing and strategic planning, from first warning through to conflict management and peace-building.

II. Capacity-building in the Department of Political Affairs:
The focus of the Brahimi Report is on operational and logistical reforms, which may reveal an underlying wariness of the political nature of conflict resolution. Members of the group suggested that there is a general fear among smaller states that conflict prevention connotes "humanitarian intervention" (understood as a euphemism for great power intervention), and furthermore that conflict prevention measures would be imposed by the Security Council based on inherently political selection criteria.

The open-ended mechanism of "good offices" of the Secretary-General is a useful tool for inserting the UN as third party mediator – where invited by the parties in conflict – but it is not a reliable tool for defusing potential conflict or for emergency crisis management. In order to deal with incipient conflict prior to the eruption of violence, at which point it becomes a matter of peacekeeping and not preventative diplomacy, the Department of Political Affairs must develop the ability to act proactively rather than reactively. DPA requires the capacity to analyze situations and respond with a menu of effective diplomatic measures. There have been several examples of effective UN action of this sort in Latin America, such as the initiation of dialogue between governments and opposition groups or among opposition groups, and the use of special envoys without official or specific mandates, as in Colombia. These are inexpensive, discreet, and deployed quietly without an official mandate or fanfare.

Participants also noted that the reactive nature of UN operations is in many ways the result of the principle not to intervene without the express invitation of all parties to the conflict. Since the UN is normally restrained from acting until requested, cases of UN action are usually those worst case scenarios in which UN peacekeeping is a desperate solution, and the situation has gone beyond the point at which preventive measures could be attempted.

It was often commented upon that DPA has a single unit covering both Western Europe and Latin America, with only one officer covering the Andean countries. The overall weakness in staffing and expertise, at least with regard to Latin America, clearly prevents Political Affairs from developing a role in conflict prevention or management. This deficit must be resolved – despite ongoing budgetary constraints. Unfortunately, operational and logistical adjustments to peacekeeping operations are far easier to justify to auditors, because they respond to quantifiable problems such as numbers of troops per officer and material requirements. Structural adjustments to the Department of Political Affairs, on the other hand, respond to political needs and obstacles, which do not lend themselves easily to quantitative measurement.

Partly in order to address this problem, it was recommended that Political Affairs contribute to strengthening non-governmental and academic policy institutes, taking advantage of the growth of such institutes in recent years, particularly in Latin America. The Department of Political Affairs could only benefit by including such analysis in its decision-making processes.

III. Regional Organizations and Cooperation:

A strong contingent argued that regional organizations should have an important role in conflict prevention, especially given the deteriorated image of UN peace operations following Srebrenica and Rwanda. They noted that the Brahimi Report does not speak to the issue of strengthening
regional organizations’ capacity in preventive diplomacy. Citing Latin America's tradition of intra-regional cooperation on issues threatening regional security, they recommended enhanced coordination at the Secretariat level between the UN and the Organization of American States, and cooperation especially at the planning stages for operations that would involve troop contributions from Latin American states.

In fact, many of these cooperative, rather than collective, security arrangements do not involve the OAS, which has historically been perceived as a projection of United States policy. The past decade has seen the establishment of a variety of creative, flexible, nontraditional forms of regional cooperation on security issues, such as Argentine-Brazilian joint military exercises, the revitalized Rio Group, the hemispheric defense ministers' summits ("Williamsburg process"), and the efforts to form a Southern Cone Center for Conflict Resolution. Discourse at these forums has become increasingly cooperative, they have provided a channel for the sharing of strategic information, and have generally increased confidence among the region's militaries.

Although regional organizations have neither the resources nor the mandate to substitute for the UN, the OAS has developed the capacity to complement UN action. In the past decade the OAS has played an important role in the demobilization, training, and reintegration of former combatants in Nicaragua, promoting cooperation on demobilization and disarmament in other cases, increasing the transparency of regional military budgets, and electoral observation. The UN has taken advantage of OAS human resources and expertise, for example by recruiting OAS staff for UN field operations in Latin America. Many postconflict activities, such as demining in Central America, are feasible uses of OAS resources, and are best undertaken by a regional or subregional organization because, while UN operations are of limited duration, Latin American organizations continue to be involved in the country. Regional organizations are also best suited to dealing with the major sources of ongoing conflict, such as arms traffic and narcotraffic. With major arms producers having permanent seats in the Security Council, the problem of arms traffic is not likely to be resolved at the UN.

However, it was noted that UN and OAS integration in peacekeeping operations (in Haiti and Nicaragua) is extremely complicated and has had very mixed results. The OAS was not organized to develop the capacity to deploy field missions. If future cooperation in peace operations is envisioned, the division of labor will have to be more clearly specified. Further, increasing the role of the OAS in regional security action is not a solution to the perceived undemocratic nature of UN operations, as more powerful Latin American states will continue to dominate their weaker neighbors in a regional organization. A regional or subregional organization is in many cases even more likely than the UN to be perceived as partial to one side of a conflict, because of the geographic proximity of member states. A regional organization has access to even fewer resources for expensive operations than the UN. Finally, arguments to increase the role of regional organizations are often used as a pretext for reducing UN expenditures or for failing to take decisive action at the global level.

The United Nations Security Council alone can authorize a military or quasi-military response to a threat to peace and security. It is a mistake to think of the subregional, regional, and international security agencies as if they could operate like a coordinated modular system, with subregional groups acting in a synchronized fashion with the OAS, which is ultimately
synchronized with UN operations. These mechanisms are not structurally coordinated because they were established and developed in an ad hoc manner, responding to circumstances, and regional leaders are clearly not comfortable with closer coordination. Organizational responses should be invoked that are most appropriate to the situation: in a case where Latin American governments are unwilling to resort to the OAS because they perceive the US as a threat, they should convene the Rio Group and invite the Canadians to participate.

IV. Concerns about UN Intervention to Prevent or Resolve Conflict

Preventive diplomacy is key to the future of conflict resolution, but participants noted that the UN’s record for involvement in conflict situations is mixed. When the UN seeks to mediate in an open and public fashion, it runs the risk of internationalizing a conflict that might have been maintained domestically. The conflict then becomes the responsibility of the international community, involves a variety of outside actors, and the situation becomes transformed into something even more complex. UN involvement in the Colombian peace process has been effective precisely because the representative maintains a low profile, is endorsed by the Secretary-General and present at the request of the parties, but has no formal mandate or agreement. In this way the UN is able to actively participate without giving the appearance of international intervention.

Conclusion

The Brahimi report addresses operational adjustments, which must be resolved, but does not or cannot speak to the political challenges the UN must confront in order to fulfill its core mission of maintaining international peace. These challenges are inherent to an organization of member states with diverse interests, and become especially acute and visible in an era of increasing demand for UN peace services. Obstacles of a political nature are greatly exacerbated by the continuing budgetary restrictions. If this meeting produced any consensus of opinion, it was that requiring the UN to pursue actions that are part of its mainstream mission without permitting incremental growth of its budget undermines the effort and the organization’s purpose.

The current process of reforming UN peace operations comes at an especially propitious moment in UN history. The process is being shepherded by a relatively popular Secretary-General, which lends the Brahimi recommendations a great deal of political capital and increases their chances for survival. Latin America has the advantage in this process of having had only good experiences with UN peacekeeping operations, especially as compared to African states. Many talented and experienced staffers from the region have worked in UN operations, and regional governments have a vested interest in improving the UN’s effectiveness in this core area.
The United Nations University
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29 June 2001

Mr. Alex Morrison, President
The Lester B. Pearson Peacekeeping Centre
Cornwallis Park P.O. Box 100
Clementsport, Nova Scotia
Canada B0S 1E0

Dear Mr. Morrison:

INVITATION TO PARTICIPATE IN THE 7TH ANNUAL CONFERENCE OF THE INTERNATIONAL ASSOCIATION OF PEACEKEEPING TRAINING CENTRES

The International Association of Peacekeeping Training Centers (IAPTC) and the United Nations University (UNU) wish to cordially invite you to make a panel presentation on the topic of "Operational Implications of Reforming Peacekeeping Operations: Military Training Perspectives" at the 7th Annual Conference of the International Association of Peacekeeping Training Centres on Tuesday 23 October 2001 at the United Nations University in Tokyo, Japan. We expect about 300 participants, including representatives of peacekeeping training centres around the world, from the Japanese academic, military, government and public communities, and the diplomatic community here in Tokyo. We also hope that you will be interested in participating in IAPTC's annual meeting on the next day, 24 October.

The 7th Annual Conference and Annual General Meeting is an ideal opportunity for the international peacekeeping training community to reflect on the impact the Report on the Panel on Peace Operations, and the various implementation reports and developments that have come about as a result on UN peacekeeping training. We would be greatly honoured if you would make a presentation at the Conference.

The International Association of Peacekeeping Training Centres is an open and voluntary association of individuals, centres, institutions and programmes dealing with peacekeeping research, education and training. The IAPTC promotes better understanding of peacekeeping, its goals, objectives, and of the methods used in training for peacekeeping operations of all types. The IAPTC was formed in 1995 and it counts most major military peacekeeping schools and civilian peacekeeping programmes as members. This year we are making a special effort to also encourage
police training colleges that offer CTVPOL training courses to join the IAPTC so that we can include this important grouping as well. The IAPTC was hosted twice in Canada, three times in Europe (Italy, Malta and Norway) and once in Africa (South Africa). This will be the first time the IAPTC meets in Asia and it is part of a campaign to broaden the participation of Asian nations in the IAPTC.

The mission of the United Nations University is to contribute, through research and capacity building, to efforts to resolve the pressing global problems that are the concern of the United Nations, its Peoples and Member States. In this spirit, as well as in celebration of UN Day on 24 October, UNU will host this year’s annual meeting and conference of the IAPTC.

We would be most grateful if you could give favourable consideration to this invitation. Your contribution will be a crucial component in the success of the Conference. We would be most grateful if we can receive your response by 6 July 2001.

Sincerely yours,

[Signature]

Albrecht Schnabel
Incoming President of the IAPTC

[Signature]

Hans van Ginkel
Under-Secretary-General and Rector
United Nations University

IAPTC 2001 Meeting, 22-24 October 2001

DAY ONE
Pre-Conference Day
Monday, 22 October 2001

09:30-12:00 Special Committee Meetings
Committee 1: Military Peacekeeping Training Centres
Committee 2: Civilian Peacekeeping Training Centres

14:00-16:00 IAPTC Executive Committee Meetings

18:00-20:00 Official Opening Reception

DAY TWO
7th Annual Conference
Tuesday, 23 October 2001

The Brahimi Report on UN Peace Operations: New Challenges for Peacekeeping Training

09:30-10:00 Opening & Welcome
- UNU Representative
- IAPTC Representative
- Japanese Government Representative

10:00-11:00 Keynote Address
- Lakhdar Brahimi (?)

11:00-11:30 Coffee Break

11:30-13:00 Panel One:
"The Report's Consequences for Peacekeeping Training: Regional Perspectives"
- Speaker on Asia TBC
- Speaker on Latin America TBC
- Speaker on Europe TBC
- Speaker on Africa TBC
13:00-14:30  Lunch Break

14:30-15:30  Panel Two:
"The Political Dimensions of Reforming UN Peace Operations"
TBC (two speakers)

15:30-16:30  Panel Three:
"DPKO and Brahimi: Implications for Mission Training"
TBC (two speakers)
- Jean-Marie Guehenno, USG of DPKO (?)
- Maj. Gen. Timothy Ford, Military Adviser, DPKO (?)

16:00-17:00  Panel Four:
"Standardization, Certification and Evaluation of Peacekeeping Training"
TBC (two speakers: one on military, one on civilian personnel)

17:00-19:00  Reception

DAY THREE

7th Annual General Meeting
Wednesday, 24 October 2001

Towards Standardizing, Accrediting and Evaluating Peacekeeping Training

09:30-10:00  Opening, Welcome, and Summary of Previous Day
Albrecht Schnabel, President of the IAPTC

10:00-10:30  Report of the IAPTC Secretariat
Christine Vroom, Co-Director, IAPTC Secretariat

10:00-10:30  Report of Special Working Committee on Certification and Validation
TBC

11:00-11:30  Coffee Break

11:30-13:00  Working Group Meetings
Working Group I: Post-Brahimi Reform of PK Training
Working Group II: Standardization and Certification
13:00-14:30  Lunch Break

14:30-16:00  Working Group Meetings
             Working Group I: Post-Brahimi Reform of PK Training
             Working Group II: Standardization and Certification

16:00-17:00  Plenary Report of Working Group Meetings and Discussion

17:00-17:30  Annual Meeting Wrap-up and Closing

17:30-20:00  Official Closing Reception
International Association of Peacekeeping Training Centres

2001 Annual Conference

Tokyo, Japan

22-24 October 2001

General Information

Date: 22 - 24 October 2001 (Monday - Wednesday)

Place: United Nations University, 53-70, Jingumae 5-chome, Shibuya-ku, Tokyo 150-8925, Japan, Website: http://www.unu.edu

Language: The language of the conference will be English. Simultaneous English-Japanese interpretation will be provided for the public event on day two.

Registration: All participants must register in advance. Applications must be received before 15 August 2001. There is no registration fee.

Travel: All participants are responsible for their own travel arrangements. Any local discount travel agency will be able to assist in securing low-cost excursion fares to Tokyo (Narita International Airport). Your hotel and UNU can be reached from the airport by bus, train and subway (please consult the IAPTC website for further information)

Hotel accommodation: The conference organizing committee can arrange hotel accommodation at 'Shibashi Atagoyama Tokyu Inn,' in Atago, Minato-ku, Tokyo. We can guarantee the special conference rate provided the registration form has been received before 15 August 2001. We advise you to register as soon as possible. The hotel is located within 25-35 minutes from UNU (door-to-door, using the subway). The room charge is JPY 8,000 (approx. US$ 67) per night for single occupation, including all taxes,
service charges and breakfast. Please note that a limited number of rooms are available and will be reserved on a first-come-first-served basis. Rooms in an overflow hotel will be available at the same cost, but at greater distance from UNU. Some double-rooms are also available, but at a substantially higher cost. If you require a double-room, please contact the organizing committee.

Social program: UNU will organize opening and closing receptions.

Organisation: The conference is organised by United Nations University (UNU), Tokyo, and the International Association of Peacekeeping Training Centres.

Contact: Dr. Wafula Okumu
Ms. Yoshie Sawada
Dr. Albrecht Schnabel
IAPTC 2001 Annual Conference Organizing Committee
Peace and Governance Programme
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Website: <http://www.unu.edu>; <www.iaptc.com>

Registration Form (due by 15 August 2001)

Family Name

First Name

Title(s)

Position

Organisation
Address

Country

Telephone

Fax

E-mail

Hotel accommodation (only before 15 August 2001)
☐ Yes, I would like the organisation to arrange hotel accommodation for JPY 8,000 per night for single occupation, including all taxes, service charges and breakfast
Date of arrival: ..............2001
Date of departure: ..............2001
= ............nights

I prefer a smoking room / non-smoking room (please circle your choice)

Scholarship (only before 15 August 2001)
☐ Yes, I would like to apply for a scholarship. To support my application, I will include:
- curriculum vitae
- statement of motivation
- letter of recommendation.

I have read the General Information and agree to the terms and conditions.

Signature

........................................
IAPTC 2001 Meeting, 22-24 October 2001

United Nations University, Tokyo, Japan

DAY ONE

Pre-Conference Day
Monday, 22 October 2001

09:30-12:00 Special Committee Meetings
Committee 1: Military Peacekeeping Training Centres
Committee 2: Civilian Peacekeeping Training Centres
Committee 3: Civilian Police Training Centres

14:00-16:00 IAPTC Executive Committee Meetings

18:00-20:00 Official Opening Reception

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DAY TWO

7th Annual IAPTC Conference
and
UN Day Symposium

Tuesday, 23 October 2001

The Brahimi Report on UN Peace Operations: New Challenges for Peacekeeping Training

09:30-10:00 Opening & Welcome
- UNU Representative
- IAPTC Representative
- Japanese Government Representative
10:00-11:00  Keynote Address
11:00-11:30  Coffee Break
11:30-13:00  Panel One:
"The Report's Consequences for Peacekeeping Training: Regional Perspectives"
- Speaker on Asia
- Speaker on the Americas
- Speaker on Europe
- Speaker on Africa
13:00-14:30  Lunch Break
14:30-15:30  Panel Two:
"The Political Dimensions of Reforming UN Peace Operations"
15:30-17:00  Panel Three:
"Operational Implications for Peacekeeping Training"
DPKO training, military training, civilian training, CIVPOL training
17:00-17:30  Closing and Summary
17:30-19:00  Reception

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DAY THREE
7th Annual IAPTC General Meeting
Wednesday, 24 October 2001

Towards Standardizing, Accrediting and Evaluating Peacekeeping Training

09:30-09:50  Opening, Welcome, and Report of the (Outgoing) President
09:50-10:10  Report of the IAPTC Secretariat
10:10-10:40  Election of the New Executive Committee
10:40-11:00  Report of the Special Working Committee on the Revitalization of the IAPTC
11:00-11:20  Report of Special Working Committee on Certification and Validation
11:20-12:00  Coffee Break
12:00-13:00  Working Group Meetings
             Working Group I: Post-Brahimi Reform of PK Training
             Working Group II: Standardization and Certification
             Working Group III: Revitalization of the IAPTC
13:00-14:30  Lunch Break
14:30-16:00  Working Group Meetings
             Working Group I: Post-Brahimi Reform of PK Training
             Working Group II: Standardization and Certification
             Working Group III: Revitalization of the IAPTC
16:00-16:30  Coffee Break
16:30-18:00  Plenary Report of Working Group Meetings, Presentation and
             Consideration of "Resolutions"
18:00-18:30  Annual Meeting Wrap-up, Hand-over of IAPTC Presidency and Closing
18:30-20:00  Official Closing Reception
From: Cedric de Coning <cedricdc@yahoo.com>
To: <iaptc@yahooogroups.com>
Date: 8/28/01 8:11AM
Subject: [iaptc] Revitalization of the IAPTC

Dear Members of the IAPTC Executive and others,

I have established this special e-group so that we can continue our dialogue on a number of issues we identified at last year’s IAPTC Conference at Kruger Park in South Africa. To contribute to the dialogue, all you have to do is send an e-mail to: iaptc@yahooogroups.com and it will be automatically go to all members of the list group.

You will recall that we drew up a document, entitled the Revitalization of the IAPTC, and that we set ourselves certain objectives in this regard. The full document has been uploaded to the files section of the e-group, which can be accessed at: http://groups.yahoo.com/group/iaptc. I have also uploaded the Articles of Association of the IAPTC, the 2000 Conference Report and information on this year’s IAPTC Conference. More background information can be found on the IAPTC web page at http://www.iaptc.org.

I will summarize the key decisions RE the revitalization of the IAPTC reached last year.

The Executive Committee discussed the development of the IAPTC from its origin six years ago and agreed that despite the very good progress made to date, the following issues were of concern:

- The purpose of the IAPTC is unclear, even to some of its members;
- The name of the IAPTC and its reference to the United Nations is misleading;
- The international status of the IAPTC, both vis-a-vis the United Nations and its members are unclear;
- The rules and procedures for membership of the IAPTC are too vague;
- The IAPTC is dominated by European and north-American members because their institutions can afford the self-funded nature of the organization’s annual conferences; and
- Certain key peacekeeping training centers and actors are not participating in the IAPTC at present.

Because of the various issues raised above, the Executive Committee felt that the organisation is not at present geared to achieve its full potential and
decided accordingly to embark on a specific plan of action to revitalize the IAPTC over the coming 12 months.

The Executive Committee has set itself two benchmarks to measure the success of such a revitalization initiative. The IAPTC will be playing a meaningful role in international peacekeeping training if: no major national, regional or international peacekeeping training center or programme can afford not to be a member of the IAPTC; and the United Nations Department of Peacekeeping Operations regard the IAPTC as a key partner through which it can interact with the international peacekeeping training community.

In order to achieve this objective the Executive Committee has decided on a number of actions. Some of these have been achieved. For instance, we decided that the next IAPTC Conference should be hosted in Asia, and the one in 2003 in South America, so that we can improve the regional representation in our membership. The UN University in Tokyo has agreed to host the 2002 Conference from 22 to 23 October this year, and the Centro Argentino de Entrenamiento Conjunto para operaciones de Paz (CAECOPAZ) has agreed to host the 2003 IAPTC Conference. Although hosting an IAPTC Conference in a certain region may make it more likely that people from that region may attend in greater numbers, as they did in Africa in 2000, we still need to do a lot of work in terms of identifying those people and encouraging them to participate in the IAPTC Conference.

We have also decided that our next IAPTC Conference should look into the training implications of the Brahimi report, and this theme was excepted by our hosts at the UNU and they have put together an impressive programme for this year's Conference, including high level DPKO participation (another one of our objectives).

A number of our objectives still need to be addressed, however, and I will repeat them below:

The purpose of the IAPTC must be clarified. This implies that the relevant paragraphs in the Articles of Association may have to be amended once agreement has been reached on a clearer statement on the raison d'être of the organisation. We also need to revisit the name as many members who are not necessarily representing a training center, but who are involved in peacekeeping training, find the name confusing. This is also linked to the very loose
membership requirements we have at present, and the need to clarify and establish clear membership requirements. Our target group can probably be best summarized as the international peacekeeping training community. How do we express that in a name and association?

A number of important peacekeeping training centers, programmes or related actors are not currently members or active members of the IAPTC. We need to identify these institutions and to encourage them to attend this year’s IAPTC Conference and AGM.

We need to make a special effort to encourage CIVPOL training institutions to join the IAPTC at this year’s Conference and AGM; and

The Executive Committee also acknowledged that its long term growth and development is at present limited by the fact that its only major activity is the annual conference and annual general meeting. The Secretariat is provided by the Pearson Peacekeeping Center and it produces a newsletter and maintains the IAPTC’s web site. If the organisation wants to grow in scope and function it would need to seek funding for additional activities in between the Conference and AGM and the running of a Secretariat.

I would encourage all of you to help the Executive Committee to address the last outstanding objectives.

We can use the e-group to start a dialogue on the purpose of the IAPTC, its name and membership.

All of us who would like to suggest people or organizations/ institutions involved in peacekeeping training who should be invited to the IAPTC Conference should please send an e-mail to the conference organizers at iaptc2000@hq.unu.edu. If you can think of any major regional or national peacekeeping training center that is not currently a member of the IAPTC, pls. send their contact details to the conference organizers.

We are especially interested to invite CIVPOL training centers, or rather police colleges that also offer CIVPOL training courses. Again, if you are aware of any, please send their contact details to the organizers and copy your e-mail to Mark Whitfield (mark.whitfield@afp.gov.au) who is the convenor for the CIVPOL Special Committee this year.

We can also use the e-group to brainstorm what other activities the IAPTC can or should undertake and how best to utilize ü and perhaps fund ü the Secretariat.

I apologize for this long introduction, but look
forward to your active participation, creativity and
commitment to improve the IAPTC.

Best wishes

Cedric

Cedric de Coning
Office of District Affairs (ODA)
UNTAET x 6104
Tel: +61 407 716 069
Em: "Cedric de Coning" <deconing@un.org>
27 September 2001

Dear Colleagues:

You will find in the enclosed information the draft agenda for the Annual Conference for this year's meeting being hosted in Tokyo by the United Nations University this October. If you have not already made plans to attend, please take some time to consider attending or sending a representative of your organization.

The other sheet enclosed is a request for information about your organizations contact information (telephone, fax, web site, email), as the secretariat is updating records.

The secretariat is also asking that you consider submitting an article regarding upcoming training, special events, promotions/retirements, etc for publication in the IAPTC Newsletter. This is the vehicle in which you have to keep other organizations and people informed to your activities - please make use of the resource.

If you have any questions please feel free to contact me via telephone at: 902-638-8611 extension 255, via fax at: 902-638-8888 or via email at: cvroom@ppc.cdnpeacekeeping.ns.ca You can also visit the IAPTC web site at www.iaptc.org

Warmest Regards,

Christine Vroom
IAPTC Secretariat
International Association of Peacekeeping Training Centres

2001 Annual Conference
Tokyo, Japan, 22-24 October 2001

General Information
Date: 22 - 24 October 2001 (Monday - Wednesday)
Place: United Nations University, 53-70, Jingumae 5-chome, Shibuya-ku, Tokyo 150-8925, Japan
Website: http://www.unu.edu
Language: The language of the conference will be English. Simultaneous English-Japanese interpretation will be provided for the public event on day two.
Registration: All participants must register in advance. There is no registration fee.
Travel: All participants are responsible for their own travel arrangements. Any local discount travel agency will be able to assist in securing low-cost excursion fares to Tokyo (Narita International Airport). Your hotel and UNU can be reached from the airport by bus, train and subway (please consult the IAPTC website for further information).
Hotel accommodation: The conference organizing committee can arrange hotel accommodation at 'Shimbashi Atagoyama Tokyu Inn,' in Atago, Minato-ku, Tokyo. We can guarantee the special conference rate provided the registration form has been received before 15 September 2001. We advise you to register as soon as possible. The hotel is located within 25-35 minutes from UNU (door-to-door, using the subway). The room charge is JPY 8,000 (approx. US$ 67) per night for single occupation, including all taxes, service charges and breakfast. Please note that a limited number of rooms are available and will be reserved on a first-come-first-served basis. Rooms in an overflow hotel will be available at the same cost, but at greater distance from UNU. Some double-rooms are also available, but at a substantially lower rate.

higher cost. If you require a double-room, please contact the organizing committee.

Social program:
UNU will organize opening and closing receptions.

Organisation:
The conference is organised by United Nations University (UNU), Tokyo, and the International Association of Peacekeeping Training Centres.

Contact:
Dr. Wafula Okumu
Ms. Yoshie Sawada
Dr. Albrecht Schnabel
IAPTC 2001 Annual Conference Organizing Committee
Peace and Governance Programme
The United Nations University
53-70, Jingumae 5-chome, Shibuya-ku
Tokyo 150-8925, Japan
Tel: (+81-3) 5467-1263
Fax: (+81-3) 3406-7347
E-mail: IAPTC2001@hq.unu.edu
Websites: http://www.unu.edu; http://www.iaptc.org

http://www.unu.edu/iaptc/index.htm
Please fill out the information below and return to the secretariat by electronic means or regular mail (see below):

Name of organization:

Telephone:

Fax:

Email/web site:

Return to:
IAPTC Secretariat
PO Box 100
Clementsport
Nova Scotia
Canada
B0S 1E0

Or:

Fax: (902) 638-8888
Email: cvroom@ppc.cdnpeacekeeping.ns.ca
IAPTC 2001
ANNUAL GENERAL MEETING
UN UNIVERSITY, TOKYO
24 OCTOBER 2001

REPORT OF THE 2000/2001 PRESIDENCY

I have the pleasure to present to you, on behalf of the 2000/2001 Executive Committee, our Annual Report.

As those of you who participated in the 6th Annual Conference and AGM of the IAPTC will know, we met last year from 13-15 June 2000 in the Kruger National Park in South Africa. Last year’s Annual Conference and AGM was hosted by the African Center for the Constructive Resolution of Disputes (ACCORD) in association with the South African Department of Foreign Affairs and the South African National Defence Force.

A complete report of the conference was published in the Volume 6, No. 2-3, March-June 2000 edition of International Peacekeeping published by Kluwer Law International. I would like to express the thanks of the Executive Committee to the author of the Conference Report, Mr. Peter Cross, who is now with Saferworld.

The IAPTC adopted its Articles of Association at its 5th Annual Conference and AGM at the Pearson Peacekeeping Centre in 1999, and the 2000 Executive Committee was thus the first to be confirmed under the new Articles of Association. The members of the Executive Committee, and I would like to acknowledge them to you now, and introduce those that are present, are:

- The then Outgoing President of the IAPTC, the Pearson Peacekeeping Centre, represented in 2000 by Christine Vroom;
- The Pearson Peacekeeping Centre also acts as the Secretariat for the IAPTC and thus wore a double hat during the 2000/2001 Presidency;
- Col. Annette Leijenaar, representing the UN as Head of the DPKO Training and Evaluation Service;
- Col. Pekka Hannukala, was the Chair of the Military Committee at the 2000 meeting,
  and Maj. Luiz Araujo of the Canadian Peace Support Training Centre was elected as
  Chair for the 2000/2001 term of office;
- Mr. Niccola Naddi was the Chair of the Civilian Committee; and
- Myself as the President.

This Executive Committee met once at the 2000 Annual Conference, and we continued our
work, mostly through e-mail contact and exchange of documents, throughout our term of
office. The 2000/2001 Executive Committee met again on Monday, to discuss the conduct of
this year's Annual Conference, the Reports of the two Special Working Groups and this
Annual Report. The Executive Committee that met on Monday had a slightly different
composition than the Executive Committee that started out in June 2000:

- Apart from myself;
- We now had an Incoming President for 2001/2002, Dr. Albrecht Schnabel of the UNU,
- The Outgoing President and Secretariat was represented by Ken Eyre of the Pearson
  Peacekeeping Centre;
- Col. Annette Leijenaar, representing the UN as Head of the DPKO Training and
  Evaluation Service;
- Maj. Araujo as the Chair of the Military Committee; and
- Ms. Miriam Brewka as the Chair of the Civilian Committee. Mr. Nicola Naddi has
  recently left the Scuola Superiore Sant'Anna in Italy, and we asked Miriam to the
  vacancy created by his departure.

The Executive Committee has undertaken four major activities during its term of office, apart
from hosting and organizing the 2000 Annual Conference and AGM.

The first two activities has come about as a result of the realization at the 2000 Annual
General Meeting that we need to embark on a dramatic programme of reform and
revitalization if we want the IAPTC to achieve its full potential. As a result two Special
Working Committees were formed, the Special Working Committee on the Revitalization of
the IAPTC and the Special Working Committee on Standardization and Certification. I am
not going to say much about the work of these two Special Committees now, as both
Committees will present their reports later this morning:
The third activity I would place under the umbrella of advocacy, and here I am talking of various activities and initiatives we undertook to promote the organization over the past year. The highlight for me personally was a visit to the United Nations Secretariat in New York at the beginning of August 2000. I had the opportunity to meet with a large number of DPKO officials, and to brief them on the work of the IAPTC and especially on our revitalization initiative. I was also invited to attend a meeting of CIVPOL contributing member states with representatives from all over the world that was going on at the time, and was given the opportunity to brief the meeting on the IAPTC, and on our initiative, as part of the larger revitalization strategy, to encourage greater CIVPOL participation in the IAPTC.

The last activity or task was to find a host for the 2001 Annual Conference. As part of the revitalization strategy we decided that the 2001 Annual Conference should ideally take place in Asia. Here we were more successful, and as you all know by now, the United Nations University, although it was not previously involved with the IAPTC, agreed to host the 2001 IAPTC Conference and Annual General Meeting. Luckily for us, they did not know at the time – although I tried to be as transparent as possible - how much we as an organization is totally reliant on the host organization for all the arrangements necessary. Perhaps this is one of the things we can change before we meet again in 2002. I did not want to leave the new 2001/2002 Executive Committee and President in the dilemma we faced in 2000, namely to part without knowing for certain where we will meet again the following year. The 2000/2001 Executive Committee, still as part of our revitalization strategy, decided that the Presidency and host of the Annual Conference and AGM should rotate among the various regions and continents of the world, and that after Asia in 2001, we should meet in South America in 2002 and in the Middle-East in 2003. We thus contacted the peacekeeping training centre in Argentina, and I am very glad to be able to announce here today that the Centro Argentino de Entrenamiento Conjunto para operaciones de Paz (CAECOPAZ), represented here today be Col. Mario Nakagama, the Director of the Centre, has agreed to host the 2002 Annual Conference and AGM of the IAPTC.

Let me conclude by thanking the outgoing Executive Committee for its hard work and dedication over the past year. Albrecht has already identified and aptly referred to the work of the IAPTC Executive Committee as a kind of passionate hobby. Something you have to find time for over and above all your normal work and family responsibilities. The work of the Executive Committee is voluntarism in its purest form. The organization does not even cover the cost of the expenses that the members of the Executive Committee incur as a result of
their work for the IAPTC, and all are here at their own cost, or because their host organizations have been willing to allow them to give some of their time to this cause and have funded their participation here. I would thus like to ask you to extend a special hand of appreciation towards them.

I will shortly have the pleasure to hand over the reigns of the Presidency and the responsibility of the Executive Committee to the new President and Executive Committee of the IAPTC. Let me use this opportunity to extend to them the very best wishes and warmest support from the outgoing Executive Committee.

The work of the IAPTC may sometimes seem vague and it may at times be hard to discern the direct result membership to the IAPTC brings. I am convinced, however, that if the IAPTC did not already exist, we would all be here today establishing it. It does exist, so our task is now to ensure that it is achieving its full role and potential. I am confident that we have embarked on the right path with the revitalization strategy embarked upon in Kruger Park in 2000. We will have the opportunity today to assess how far we have come with its implementation, and to rework and rededicate ourselves to its vision through Working Group III set-up for this purpose.

I have no doubt that when we meet four or five years from now, we will see a new IAPTC around us. An IAPTC with participation from all over the world, and IAPTC with meaningful participation from military, civilian and police training centers, and an IAPTC that is taken seriously by its members, by our countries, by other international civil society initiatives and by the United Nations.

The 2000 Executive Committee thank you for the honour and opportunity you awarded to us to steer this organization over the past year. Thank you.

Cedric de Coning
President of the IAPTC
Tokyo
24 October 2001

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Report on the 2001 Annual Meeting of the International Association of Peacekeeping Training Centres

22-24 October 2001

Monica Blageacu, Wafula Okumu and Albrecht Schnabel

The United Nations House in Tokyo was the host of the 2001 Annual Meeting of the International Association for Peacekeeping Training Centres (IAPTC), held on October 22-24.

Challenges of Peacekeeping Training

22 October 2001

The first day of the conference focused on challenges for peacekeeping training (military, civilian police and civilian) from different regional perspectives and committee meetings. The sessions throughout the day were attended by about 70 individuals, mostly representatives from peacekeeping training centers and some representatives from the local diplomatic community. The day’s activities, and the overall IAPTC 2001 meeting, were opened by Dr. Albrecht Schnabel from the United Nations University’s Peace and Governance programme. He welcomed the participants to Tokyo and the UNU, and offered a summary of the mandate, background and activities of the IAPTC, before introducing the programme of the three-day meeting.

The first panel discussed challenges for peacekeeping in Asia and the Pacific region. It was chaired by Lt. Col. Martin Keum from the Australian Defence Force Peacekeeping Centre, and composed of Cmdr. Ahmad Johari Ramzan from the Malaysian Peacekeeping Training Center, Superintendent Ansar Uddin Pathan from the Bangladesh Police, Lt. Col. Purushothaman from India’s Centre for UN Peacekeeping, and Superintendent Waisea Vakamoceu from the Fiji Police Academy.

Panel two, chaired by Dr. Jeremy Gniifer from the Norwegian Institute of International Affairs, focused on challenges for peacekeeping in Africa and Latin America. It was composed of Maj. Gen. Julius Waveru Karangi, Kenya Peacekeeping Training Centre, Col. Cristian Le Dantec, Chilean Peacekeeping Training Center, Col. Mario Nakagama, CAECOPAZ, and Col. Eduardo Devercelli, from the Uruguayan Army Peacekeeping Operations School.

1 The authors of this report work in the Peace and Governance Programme of the United Nations University, Tokyo, Japan.

Superintendent Vacamoceca of the Fiji Police Academy highlighted the following as the main difficulties facing his country in training civilian police (CIVPOL) for peacekeeping operations: lack of adequately qualified trainers; lack of a formal course on CIVPOL and limited access to the new standardized training curriculum developed by DPKO; financial constraints; limited and inadequate background information of mission areas; and the inability to test personnel adequately. He also pointed out the following as challenges that the Fiji Police Academy (FPA) faces: establishing an institution that has access to basic training facilities; offering training assistance to the smaller island states in the Pacific; sustaining its commitment to participate in UN sponsored missions in view of the above difficulties; standardized training program to reflect DPKO guidelines; and the need to train at least 2-3 Fiji Police officers as CIVPOL Trainers. However, FPA’s potential position as a regional provider for UN training, and its pool of competent officers who are veterans of peacekeeping operations are significant assets. Superintendent Vacamoceca concluded by noting that despite the very limited resources and lack of qualified trainers, the Fiji Police contingents have maintained excellent records for the past 12 years during which they served on UN peacekeeping missions. With qualified trainers FPA will hopefully be able to provide personnel trained to meet the demands of modern peacekeeping operations and the high ideals that the UN stands for.

After highlighting the important role CIVPOL plays in the transition from conflict to peace, Superintendent Pathan shared with other participants the contributions and training programme of Bangladesh CIVPOL contingents. He pointed to the following challenges and difficulties that Bangladesh faces in training CIVPOL: poor qualifications of candidates with inadequate educational background, lack of training opportunities for officers on active duty; poor training and learning facilities; lack of trainers; lack of interaction with training centers/programmes in other countries; and subjects and methodologies that are not up to the standard established by DPKO. He suggested a number of steps to meet these challenges: training of trainers; increased access to resources; and the incorporation of a peacekeeping component in the basic training curriculum at the National Police Academy.

After pointing out the challenges in modern peacekeeping, Cmndr. Johari from the Malaysian Peacekeeping Training Centre underlined the following as the challenges for training military observers for peacekeeping missions: ineffective organizational structure; financial constraints; poor decision making process; lack of training facilities; inadequate resource centre; lack of realism in field troop exercise (FTX); and inadequate human resource support. Among the challenges in conducting PKO training are a lack of focus on language training; lack of influence over the selection of participants; and the
inability to conduct mission-specific training and external validation.

**Lt. Col. Purushothaman**, from India's Center for UN Peacekeeping, noted that India has so far participated in 36 out of 54 UN peacekeeping missions, with a total contribution of over 58,000 troops (and many casualties over the years). India's participation in peacekeeping operations has been based on the fundamental principles of deploying its troops after "all means for peaceful settlement of disputes should be exhausted," clear mandates that define their roles, and recognition of the "primacy of the United Nations." In view of the new challenges facing peacekeeping operations, as well as lessons learned from past experiences, India has put in place a training mechanism that operates at two levels: training and operations. It is at the latter level that India has institutionalized training for peacekeepers. India's military training institutions have developed peacekeeping curricula that emphasize excellence in UN peacekeeping activities. In September 2000, the United Service Institution of India at New Delhi established the Centre for UN Peacekeeping (CUNPK) to train military contingent officers, military observers and staff officers earmarked for deployment.

**Lt. Col. Purushothaman** highlighted the following challenges that peacekeeping training in India are confronted with: inadequate general awareness, language proficiency and driving skills; media shyness; negotiation skills; interoperability with other UN personnel/contingents hailing from different parts of the world; and health education. India will respond to these challenges by building on the existing strength and potential of its soldiers during training, by adapting to the rapidly changing UN peacekeeping environment, and by enhancing the survivability and effectiveness of its troops in more complex and dangerous peacekeeping scenarios.

**Major General Karangi**, from the Kenyan Peacekeeping Training Centre, pointed out that since PSOs have been characterized by complex emergencies that call for a multifaceted approach, there is a need for change in doctrine to face these new challenges. He underlined as the biggest challenge facing peacekeeping training in Africa the harmonization of external initiatives (e.g. American ACRI, British BMATT and French RECAMP) to train Africans in peacekeeping. He named other challenges that peace support operations currently face: lack of uniform training standards throughout Africa; conversion of training from PKO to contemporary PSO demands; resource constraints; preparing composite units for deployment; and the inability of African countries to fulfill UNSAS standards due to their lack of resources. In conclusion he noted that the future of peacekeeping training in Africa will mainly depend on the amount of political will and wider resource support it can attract from the UN and other donor nations.

**Col. Le Dantec**, from the Chilean Peacekeeping Training Center, reported that, as his country had no national training programme for peacekeepers until very recently, training was provided separately within the Army, the Navy and the Police. However, Chile faces many challenges in establishing a national training programme that will address the new realities of PSOs. Among these are the transformation of soldiers (who have been
prepared for war) into soldiers for peace; and the creation of a training facility that is strategically located and well equipped. He concluded by suggesting that training centers can benefit from regional linkages that would enable them to share trainers and other forms of assistance.

**Col. Devercelli**, from the Uruguayan Army Peacekeeping Operations School, noted that, at present, Uruguay contributes 882 observers and troops in 12 UN peacekeeping operations around the world. He shared with the participants the School’s main goals: to train and prepare military personnel (Army, Navy and Air Force) and civilians in necessary or required knowledge and skills to accomplish different duties in the context of peacekeeping operations sponsored by the UN or other international organizations. The training methods include both hands-on and distance learning through the internet. Col Devercelli noted the following challenges in Uruguay’s efforts to train its military for future peacekeeping operations: the interoperability of procedures within a multinational environment; and the need to harmonize basic combat skills with the profile of a “peace soldier.”

**Col. Mario Nakagama**, of the Argentinean Joint Peace Operation Training Centre (CAECOPAZ), reported that his Centre was established in June 1995 to provide highly specialized training to personnel assigned to participate in international peace operations. The establishment of the Centre was a reflection of Argentina’s commitment to and increased involvement in peace operations. Argentina has contributed to UN PKOs in former Yugoslavia, Cyprus, Kuwait, Eastern Slovenia and Kosovo (both in UNMIK and KFOR), Haiti, Eritrea-Ethiopia, Golan Heights, Macedonia, Bosnia, Cyprus, Kuwait, and West Sahara. The Centre has three main roles: logistic-administrative support, tactical training, and strategic planning. At the tactical training stage soldiers who have been trained for war are re-trained to avoid violent confrontations and acquire operational and administrative skills relevant to their new roles. Among the subjects taught in the premission training are, among others, conflict analysis, international humanitarian law, UN mission mandate, code of conduct, negotiation skills, stress management, public relations. Each year CAECOPAZ trains 2000 military and civilian personnel, from Argentina and other countries.

CAECOPAZ’s commitment to improving UN PKO is displayed by its organization of international forums on peace operations, staff development programmes, and the implementation of the Brahimi Report. It also plans the implementation of a Master of Arts in Peace Operations, Crisis Management and Alternative Conflict Resolution; a Junior and Senior Mine Action Management Course; a UN Volunteers Course; an International Humanitarian Law Seminar; and a cooperative “Certificate-of-Training-in UNPSO” programme with UNITAR-POCI. CAECOPAZ is willing and ready to cooperate with other training centers, particularly to exchange instructors, share material, embark on joint projects, and carry out joint PKFTX’s.

**Col. Dr. József Boda**, of the Hungarian CIVPOL Training Centre, reported on Hungary’s CIVPOL training program. He then called on IAPTC to coordinate the training programs
among the various different peacekeeping organizations (UN, OSCE, WEU, EU, MFO, NATO and others); select regional training centers for peacekeeping training; and to organize an annual conference to share the resulting training experience. He added that, in 2002, Hungary would be organizing English language courses and a trainers' course for CIVPOL staff from EU countries. Hungary is also interested in sending trainers to train law enforcement officers for peacekeeping missions and in hosting international peacekeeping training and conferences.

Lt. Col. Ulf Stenback, SWEDINT, discussed the Swedish philosophy of peacekeeping, which is to support anyone who requests assistance and training in the Nordic region. He then listed volunteerism, the peacekeepers' "mind," and co-operation and co-ordination with other countries as the most prominent challenges facing peacekeeping training in Nordic countries. First-time peacekeepers need specialized training, including the shaping of what he called a "peacekeeper's mind." Furthermore, this training has to be carried out in coordination and collaboration with other centers and organizations, such as OSCE, NATO, humanitarian NGOs and the EU, in order to ensure that once the training is completed and the personnel is deployed the operations and objectives will not conflict with peacekeepers from other nations and entities.

Lt. Col. Michael Stout, of the United States Army Peacekeeping Institute, focused on the challenges of incorporating recent lessons of peacekeeping operations in the training of peacekeepers in the United States. Some of these lessons include: the primacy of political objectives; mission complexities; ambiguities and uncertainties; the changed nature of peacekeeping; the need to liaise, cooperate and coordinate with other parties; the requirement for force protection; lacking yardsticks for measuring success; long durations and exit strategies; and political considerations such as national interests, chain of command, language barriers, cultural backgrounds, military capabilities and training, and equipment interoperability. Based on these lessons learned, there is a need to update the army doctrine and training to include peace operations, review US national laws to allow logistical support of other nations, and incorporate past lessons learned in the training. He also pointed out the need to find ways to alleviate the strain on reserve components so that soldiers can be better prepared for peace operations missions.

Col. Konstantinos Xekalakis, of the Hellenic Multinational PSO Training Center (MPSOTC), argued that, since the Armed Forces in the past had been formed, organized and trained for the purpose of confronting a specific threat against the country's territorial integrity and political independence, there is a need to re-think and adapt one's training to the specific tasks of peace support operations. His Center has faced many challenges in training peacekeepers for this new reality; these include language problems, particularly the use of the English language which, if not mastered, can hamper cooperation; the need for established criteria for selecting and maintaining the highest quality PSO personnel; and the need for basic computer skills. He also pointed out challenges related to the standardization of PSO training and thorough pre-mission preparation for participating personnel. All this requires information that is usually not available (or not available in a timely manner) and/or inadequate. Other challenges relate to the composition of units to
reflect the changing nature of PSOs, legal matters that cover all aspects of logistics for the host nation, close cooperation with military units, NGOs and local civil organizations that are not trained in PSOs, and force deployment under obscure agreements that can result in unusual methods of operation and tactics throughout the course of a mission.

Following the panel presentations, the participants convened in several committees (Military, CIVPOL and Civilian) chaired by Maj. Araujo (Canadian Peacekeeping Center), Lars Forste (Swedish National Police) and Miriam Brewka (European Union).

UN Day 2001 Conference
Reforming UN Peace Operations: New Challenges for Peacekeeping Training
23 October 2001

The second day of the IAPTC 2001 meeting focused on "Reforming UN Peace Operations: New Challenges for Peacekeeping Training." The day simultaneously served as UNU's UN Day Conference, an annual event to commemorate UN Day (October 24).

The audience of approximately 250 included participants in the IAPTC annual meeting, members of the local diplomatic and academic communities, representatives from the Japanese government, military and police, from NGOs and UN offices in Japan, and students from local universities.

The day's presentations focused on regional perspectives of the Brahimi Report's consequences for peacekeeping activities, the political dimensions of reforming UN peace operations, and the operational implications of such reform for the training of civilian, military and police components of peace operations.

The main speakers included Cedric de Coning (2001 President of IAPTC, from UNTAET, Dili), Seiken Sugiuara (Senior Vice Minister for Foreign Affairs, Tokyo), Jean-Marie Guéhenno (current Under-Secretary-General of the UN Department of Peacekeeping Operations, New York), Dipankar Banerjee (Executive Director of the Regional Centre for Strategic Studies, Colombo), Mario Nakagama (Commander of CAECOPAZ, Buenos Aires), Karin von Hippel (Kings College, London), William Dutsch (Henry L. Stimson Center, Washington DC), Takahisa Kawakami (Ministry of Foreign Affairs of Japan, Tokyo), Annette Leijenaar (Training and Evaluation Service at UNDPKO, New York), Kenneth Eyre (Pearson Peacekeeping Center, Cornwallis), Carl Cobbs (Director of the Center of Excellence in Disaster Management and Humanitarian Assistance, Hawaii), and Lars Forste (Deputy Police Commissioner of the Swedish National Criminal Investigation Department, Stockholm).
Hans van Ginkel, Rector of UNU, opened the day’s deliberations with welcoming remarks on behalf of the United Nations University. In his presentation he focused on the increasing need for UN peacekeeping at the intra-state level; on the Brahimi Report as a peacekeeping self-assessment exercise that requires strong support from UN member states; and the current situation in Afghanistan, which presents the wider international peacekeeping community with perhaps the most challenging tasks of peacebuilding and reconstruction in the UN’s history.

Seikou Sugihara extended the welcome of the Japanese government to all IAPTC participants and the attending audience. He noted that UN peacekeeping operations have been undergoing significant changes – with more personnel on the ground, charged with ever broader mandates. As Japan believes that training is one of the key elements to enhance the safety of peacekeepers, he expressed his appreciation for IAPTC’s role in enhancing the training of PKO/PSO personnel. Sugihara called upon IAPTC and the wider international peacekeeping community to enhance field training by standardizing and re-evaluating PK training in general.

Speaking on behalf of IAPTC, Cedric de Coning welcomed the conference participants with a few words about the Association’s main purposes and tasks. He argued that IAPTC is there to promote a better understanding of peacekeeping, its goals, objectives and of the methods used in training for PKO of all types. Its current focus is on making IAPTC membership representative of all regions, of all three major components of modern peace operations (police, civilian, military); and to make IAPTC relevant, focused and as efficient as possible.

In his keynote address, Jean-Marie Guehenno focused on the evolving nature and scope of UN peace operations, and the changes that are taking place in response to the Brahimi Panel’s evaluation and recommendations. Training will be a key component of such reforms, highlighting the need for peacekeepers to reflect the highest possible degree of professionalism when representing the world community in disaster-struck regions of the world. After reviewing the evolution of UN peacekeeping over the past 50 years, which was characterized by moments of exhilaration (the hopes for an increased role of the UN and PKO immediately after the end of the Cold War) to major failures of response (in Rwanda or Srebrenica), Guehenno focused on current PKOs and challenges for the future. He noted that the 1999 Reform initiated by Kofi Annan was the first step to come to terms with the failures and tragedies of the past. It is important to understand that the UN is not a monolith – its constituent parts all have responsibilities for which they should be held accountable.

Kofi Annan initiated a process for a prescription for the future – the Brahimi Report and its implementation. The report stressed that doing the right thing means at times not deploying at all. Unfortunately, sometimes the deployment of UN PKOs can be seen as a means for doing something when the will and the consensus for more serious and meaningful responses is lacking. The Report called for an end to half-measures. Suggested reforms are of a political and managerial nature: the Security Council should
authorize the Secretariat to start contingency planning early on; there is a need for clearer mandates that seek to resolve disagreements among the SC members before a mission starts; a need for closer consultation between states that contribute resources, and among the SC members. All actors must be committed to the task and not hide behind mechanisms that may be inappropriate for the tasks and challenges at hand. The much-needed capacity for rapid deployment requires renewed commitment to pre-identify and pre-train troops; a more effective recruitment system; substantial additional funding; more flexible administrative rules and regulation; and a streamline planning progress. It requires both quantitative and qualitative reforms. Key to any reforms is political commitment of member states. The reform process has so far encouraged the member states to look forward and offer support.

According to Gueheno, there will be times when all conditions exist for the successful conduct of PKO – such operations will be launched in response to both intra-state and interstate conflict. Success in those missions will result in subsequently taking on more challenging missions. Peacebuilding is becoming increasingly important: Nations need time to develop effective, representative and just institutions. Even the more stable states are encountering challenges, particularly in the context of globalization. While stronger states find ways of benefiting from the erosion of borders, the weak ones cannot – they are faced with enormous risks, including internal as well as transnational conflicts. Those conflicts will continue to threaten the international community. Failure to do something will be disastrous, while the risk remains that the task is greater than the capacity.

Gueheno pointed out that, while peacekeeping will never be risk free, those risks can be better managed, if one strengthens all of the key components of a peacekeeping mission – from the mandate to political and financial support, to stability on the ground. There are places where peacekeepers should not go – but when they do go, they must be given all necessary resources. Training is of utmost importance in this context: only the best people should be on the ground, in time for effective action.

The subsequent discussion focused on the following issues: the need for intelligence capabilities for the UN; the contribution of developing versus developed countries to peacekeeping operations; the role and preparation of civilian peacekeepers; the role of regional organizations in PKOs; the challenges of post-Taliban Afghanistan; and Japan’s role in PKOs.

The speakers on the first panel addressed the Brahimi Report’s Consequences for Peacekeeping Training, and offered their particular regional perspectives. Dipankar Banerjee provided an Asian perspective. He argued that the militaries of the world spend more time and money on training than any other organization. The deterrent effect of a well-trained military shows that the prevention of war requires an enormous amount of skills. The challenge of peacekeeping is to use persuasion in the most effective manner even while remaining ready to use force as a last resort. In some respect training for war is easier than training for peace; as restraint in using force is very difficult to achieve. The irony is that most troops continue to be provided by the developing countries, yet most of
the training takes place in the developed world. Banerjee argued that the countries that provide forces need to have stronger training facilities. The developed world should do more to help such training institutions rather than strengthening their own capacity. This should include assistance in restructuring syllabi; improving facilities, including information technology, and support for regional peacekeeping training.

**Mario Nakagama** spoke on the peacekeeping experience in Latin America. He noted that wearing a blue helmet is not enough to be a peacekeeper. Negotiation and alternative conflict resolution techniques need to be included in training for peacekeeping. He spoke of the dilemma of peace-keeper versus peace-enforcer: the implementation of rules of engagement must be much clearer formulated. A review of international humanitarian law must be included in peacekeeping training, and intelligence officers must be included. He argued that the assistance offered by DPKO is crucial for regional or national training efforts. However, trainers from DPKO must be experienced instructors and have relevant field experience. He furthermore focused on the need for close cooperation between local and international members of PKOs, between military, police and civilian contributors, and between peacekeepers and local civil society organizations.

**Karin Von Hippel** focused on Europe’s situation. She argued that Europe plays an important role in PSOs, given its rich experience of coordination between the EU, OSCE, NATO, and the UN (with the UN remaining the focal point and main coordinator). She argued that more efforts should go into the prevention of recurrent violence, as well as nation building and peacebuilding. Europe’s new initiatives are geared towards those ends: the anticipated European security and defense force repackages existing troops to meet European priorities. The main tasks will be to work out a division of labour between police and military forces; to address the rule of law from the very beginning to fill security voids created by post-war situations; human rights considerations; financial accountability and dispersion of resources; quality of personnel and cohesiveness of troops; information flow to the local population; the relationship between local and international NGOs; and the avoidance of overlap of and wasted resources. The publication of the Brahimi report coincided with CFSP and ESDP, yet it gave a good impetus to European reform and policy changes. While there is progress on the military side, on the civilian side recent events underscore how unprepared civilian personnel are in providing rapid reaction; the goal is to be able to mobilize resources and personnel within days. Because of the different permanent structures in Brussels for all military, police and civilian tasks, training must focus on complying with the UN, OSCE and the Council of Europe to ensure inter-compatibility and inter-operability. ESDP will require greater coordination with the UN and the OSCE.

**Cedric de Coning** reported on the African perspective. He noted that international reluctance to contribute troops and resources to peacekeeping in Africa has forced the continent to strengthen its own capacity for conflict resolution and peacekeeping. In spite of Africa’s frustration with what is seen as a discriminatory international system, it continues to insist that the UN must shoulder responsibility for global peace and security, including in Africa. If Africa cannot disengage itself from the UN, it has no choice but to
focus its efforts on reforming the UN. The Brahimi report should be seen as a minimum threshold of change; if properly implemented, the report could benefit Africa. The role of regional and sub-regional organizations and their relationship with the UN, so important in the African context, unfortunately only warranted one single paragraph in the report. More attention has to be given to the division of roles between OAU and subregional organizations, and these and the UN, based on an analysis of strengths and weaknesses. Finally, de Coning pointed to the fact that, as too much focus has been put on the military dimension, there is a need to build capacity in the civilian and police dimensions of PKO and PSO. Civilian roles, dominated by Western contributions, must furthermore be taken on to a larger degree by local actors.

The subsequent discussion focused on coordinating regional and UN peacekeeping operations; the importance for the UN to play a lead peacekeeping role in regions with weak regional security organizations; the need for regional peacekeeping training initiatives, especially where cooperation between countries is usually somewhat difficult to achieve (such as Asia); the utility and limits of applying models that are successful in one region to other regions; and the willingness and capacity of regional organizations to act nevertheless, when Security Council support cannot be secured (such as in Europe).

The speakers on the second panel addressed the delicate, yet important political dimensions of reforming UN peace operations. William Dörfl argued that national politics affect states’ willingness to support or fund PKOs and PSOs, and to send troops or personnel. The events of 11 September 2001 changed the value of multilateral engagement on critical international security issues; for instance, Japan is seeking approval for active support by the Self Defense Forces under UNSC Resolution 1368. Events like the Sept 11 one may promote collaboration within regions and between developing and developed states, reflecting how bilateral and regional programs tie into efforts to implement the Brahimi report. There is a need to train together and address issues of compatibility, to harmonize interests and doctrine, or decide whose equipment or standards to adopt. Moreover, credible risk assessment will allow troop contributing nations to make informed decisions on risk acceptance. The consensus-building process in decision-making within UN bodies causes struggles with mandates that may be politically or operationally ambiguous, overly ambitious and under-resourced. Representing a collection of jealous organizations, bureaucratic politics within the UN are not usually constructive. An Integrated Mission Task Force is intended to draw expertise and operational capacity of the entire UN system, and to foster cooperation even when that is not usually the case. There is also a need for concerted efforts in the field; drawing on a common understanding of conditions in mission areas, actors can coordinate efforts and agree on effective, complementary divisions of labour. Dürck emphasized that peace operations are political creatures. Ultimately, political decisions reflect what countries and their leaders, institutions and people are prepared and willing to do.

Takahisa Kawakami argued for the need to distinguish between various phases of intervention. Although neat and clear distinctions are difficult to make, personnel and troops in the field need to be prepared, properly trained and aware of the different goals
and tasks of the different layers and stages of peace operations. Beyond the mostly technical recommendations in the Brahimi Report, there is a need to address the issue of reforming the Security Council and of assessing how to start a comprehensive reform of the entire UN system.

The speakers on Panel 3 focused on operational implications for peacekeeping training. Annette Leijnen focused on UNDPKO’s training activities. She noted that peacekeeping training remains a national responsibility. However, there is a need for standardization, validation and evaluation of PK training, and to focus more on integrated mission planning. Ken Eyre argued that training for military peacekeepers must not lose its military focus, but needs to offer training with a multi-disciplinary focus. Moreover, peacekeepers must be trained as mediators, equipped with superb communication skills. Carl Cobbs pleaded for an integrated approach between civilian-military training, conducted at multiple levels. Such an approach must break down cultural and organizational barriers, facilitate information sharing, and decentralize execution. More emphasis must be given on training of trainers approaches, and the sharing of training standards.

In his summary remarks, Ramesh Thakur, Vice Rector of UNU, focused on the origins and nature of peacekeeping, changes in PKO and PSO, the technical and managerial reforms and improvement necessary to achieve significant improvement over previous peacekeeping efforts, the necessity for political reform, the political obstacles to reform, and the necessity, yet difficulties, in facilitating effective training at national, regional, and the global (UN) levels.

Towards Standardizing, Accrediting and Evaluating Peacekeeping Training
24 October 2001

The general topic of the third day of the conference was “Standardizing, Accrediting and Evaluating Peacekeeping Training.” After a report on the activity of the outgoing IAPTC President (Cedric de Coning) and of the Secretariat (Ken Eyre), the New Executive Committee was elected and confirmed and the reports of the Special Working Committee on the Revitalization of the IAPTC and on the Certification of the New Executive Committee (de Coning) were presented.

Albrecht Schnabel chaired the session on ‘Research and Education on PKO/PSO Training.’ Annika Norberg from the Department for Strategic Studies, National Defence College in Stockholm, Sweden, presented on the ‘Challenges of Peacekeeping and Peace Support Project.’ Harvey Langholtz, Director of UNITAR POCI in New York, presented on distance training in peacekeeping for military, civilians and police. Anthony Anderson from the Pearson Peacekeeping Centre, Canada, and Avi Mishaly from the Liaison and Organization Department of the Israeli Defense Forces presented on ‘Post-Brahimi Perspectives of Troop Contributing and PKO Receiving Nations.’ respectively.
This session was also chaired by Albrecht Schnabel. The remainder of the day was dedicated to individual working group meetings, whose reports were presented in a plenary session chaired by Wafula Okumu. The hand-over of the IAPTC Presidency marked the close of the annual meeting.

In his Presidency Report, Cedric De Coning highlighted three main needs that were identified during his term: First, it became clear that more advocacy was needed to promote the organization, especially with relationship to the UN Secretariat and DPKO. Greater participation of CIVPOL was especially encouraged, and the role of voluntarism in the organization, in order for it to achieve its full potential, was stressed. Second, two committees were formed in order to meet the need to reform and revitalize the organization: the Special Working Committee on the Revitalization of the IAPTC, and the Special Working Committee on Standardization and Certification. Third, the IAPTC’s 2001 annual conference was to be held in Asia. IAPTC was thus grateful that the UNU accepted to be the host, especially given the intense preparation required by the event. The need for geographical rotation was satisfied by the location of the next host for the 2002 Annual Conference, the peacekeeping training centre in Argentina, Centro Argentino de Entrenamiento Conjunto para Peraciones de Paz (CAECOPAZ).

De Coning concluded by thanking the outgoing Executive Committee for its hard work and dedication, stressing once more the importance of voluntarism for the health of the organization.

Ken Eyre, from the Pearson Peacekeeping Centre, presented the report on the activity of the Secretariat. The function of the “split secretariat” was identified as being administrative: The secretariat looks after the organization, fund raising, and producing conferences, the website (www.iaptc.org) and the membership list. He referred to the informal institutional nature of the IAPTC. IAPTC is not an incorporated organization and therefore lacks legal identity. Fund raising (and the question of ‘who should do what’ in this regard) was mentioned as an important issue. Funds are required to defray costs involved in the work of the Association’s secretariat and executive committee, as well as to ensure participation at annual meetings by peacekeeping training centers from developing countries.

The need for the revitalization of the IAPTC as well as different recommendations, based on the need to reconsider core principles – identity, purpose, and membership – were presented by De Coning on behalf of the special working committees on the revitalization of the IAPTC and on the certification and validation of the organization. Two main benchmarks were established: no major peacekeeping actor should be able to afford NOT to be a member of the IAPTC; and the UNDPKO should see the IAPTC as a key partner in the PK training community. The committees further recommended that before formulating alternatives to the amendment of relevant paragraphs of the Articles of the Association, debate should be encouraged on the core principles and issues of the Association.
A number of areas which needed particular attention were identified as follows: the purpose of IAPTC seems to lack clarity; the name of IAPTC lacks specificity; and the status of IAPTC with respect to the UN and especially DPKO needs to be more explicit. The Association should try to move away from a broad promotional activity about peacekeeping and focus on the specific interests of the PK training community. IAPTC could try to receive an official multilateral status, for instance by becoming an international professional association. It was also recommended that SWC engage the DPKO Training and Evaluation Service to utilize the IAPTC Annual Conference as an opportunity to consult the entire peacekeeping training community. IAPTC needs to cooperate closely with DPKO on issues such as Standardization and Certification of peacekeeping training centers and training programs.

As European and North American members dominate IAPTC, the recommendation was made that the core membership of military, police and civilian peacekeeping training institutions should be broadened. Some key peacekeeping training centers and actors are neither IAPTC members nor do they participate in IAPTC activities. In order to make the IAPTC regionally, functionally, and organizationally more representative, last year’s 2000 AGM made the following suggestions: the site of the Annual Conference and General Meeting should rotate among different regions of the world, and seek financial support to ensure that a maximum number of countries from South America, Africa and Asia participate in subsequent IAPTC Annual Meetings; to encourage more participation by CTVPOL; to identify those PKT centers that are not currently members, particularly through the establishment of a database of all major PKT centers, and encourage them to attend future annual meetings.

Expanding the work of the Secretariat, undertaking additional activities between the annual meetings and ensuring participation by developing country members could be achieved – provided more funding is available.

Revision of the Articles of the Association was recommended on two further issues: changing the term of the office of the Presidency and rotation of Executive Committee from the current calendar year to the hand-overs at annual meetings; and the inclusion of the need for regional rotation of the presidency.

Annika Norberg elaborated on the Swedish funded ‘Challenges of Peacekeeping and Peace Support’ Project, designed as a forum to address the challenges of peacekeeping operations in a proactive manner. So far the project featured nine seminars, all of which are geographically and thematically different, represent a variety of different professional groups, and produce comprehensive final reports. To achieve increased cooperation and coordination among professional groups by encouraging bi- and multilateral exchanges, the project applies a combination of high-level theoretical inquiry and practical considerations on training and education. An increased understanding of international peacekeeping training networks through a series of sophisticated and comprehensive reports (on preventive diplomacy and action; comparative assessments of PKOs; changing concept of security; role of coalitions; challenges of collapsed societies; role of
humanitarian intervention; and doctrinal dimensions of peacekeeping operations) published by institutes, centers and ministries around the world is expected as the final output.

Harvey Langholtz focused on distance learning, which provides various advantages to the peacekeeping training community: such courses are a commonly held resource, are accessible to many partners, and reach large populations of students. They offer cooperative training programs between military peacekeepers, civilian police, and humanitarian workers, and a variety of teaching methods enhanced by the use of communication technology (including Internet, tele- and video-conferencing, and (inter)active web pages to foster communication). The method is less bureaucratically complicated and allows for a large variety of courses ranging from theoretical issues such as the law of the war, to historical/political/social issues such as global terrorism, to operational issues such as liaison work.

Anthony Anderson spoke on the post-Brahimi perspectives of troop contributing nations. Troop contributing nations need to assess the Brahimi Report with respect to the National Sovereignty Imperative (NSI): a nation must assess the political risks involved against national interests; and a cohesive policy and coalition must be maintained to commit to an operation. The role of command is also important with respect to accountability (under International law): National leaders are democratically accountable for their actions to their electorate, which increases motivation for the mission to succeed; national leaders, and not the UN, are accountable for the actions of national troops during a PKO; and, thus, troop contributing nations’ decisions will affect a situation more than the UN chain of command.

The relationship between troop contributing nations and the UN should be dynamic and cooperative, to increase the success of peacekeeping operations. Given that no military operation ever unfolds perfectly as planned, flexibility should be recognized. Furthermore, one needs to consider that troop-contributing nations will be driven by their national sovereignty imperative in assessing changes during operations, changes which need to be communicated to the UNSG. Lastly, deliberations of troop contributing nations in the Security Council should be associated with decision making within the Military Staff Committee.

From the opposite end of the spectrum, Avi Mishaly shared some post-Brahimi reflections from the perspectives of troop receiving nations. The prevention of all-out conflict and the pursuit of constructive peacemaking are relatively successful in Israel. However, continued success depends on two factors: both sides need to agree on the presence of peacekeeping forces, and their activities must be made visible. However, the mandate of the Brahimi Report contained in Paragraph 4 can only be achieved with difficulty. In essence, it must be acknowledged that peacekeepers cannot create peace, but only help states in becoming more conducive to peace.

The plenary session on the report of the working group meetings started off with the
presentation on the work of the Standardization and Certification group. Standardization – or ensuring across the board high standards – is a political issue, dependent on the political will of contributing nations. IAPTC members can offer support to DPKO and assist troop-contributing nations. It was stressed that the standard of training will slowly improve naturally over time if DPKO/TES packages are being used. Also, in order to fully maximize the use of course resources available in many countries, there should be more appropriate dissemination of information. A recommendation was made that by June of 2002, by the time of the first regional DPKO seminar to be held in Finland, IAPTC members could take on the task of assessing and revising training standards.

The second group discussed modifications in the structure of the IATPC annual meeting. The recommendation was to keep a 2-3 day timeframe, with a focus on committee work in order to ensure in-depth discussion of a number of issues. It was agreed that it was not suitable at this time to decide on the possible themes for the next conference. The possibility of holding IAPTC regional workshops was also discussed.

Finally, the last group presented the conclusions of their deliberations on revitalizing IAPTC. The following challenges were identified:

The current name of the Association. It was proposed to change the name to the "International Association of Peace Operations Training Communities," which would enable to keep the same abbreviation of IAPTC. The issue will be revisited during the 2002 annual meeting.

The purpose of the Association. IAPTC must embrace a broad mission, drawing on research and education to advance training. It should focus on the needs of end users, not the needs of training outfits themselves, with input from academics, think tanks, the NGO community, and the UN. The main mission should be to focus on providing support to its members via outside, as well as mutual internal, expert feedback.

Membership. This should be inclusive and comprehensive and one level of membership only should be maintained. A formalized information and application form should be introduced in the future. Membership fees should not be charged for the time being.

Benefits of the Association. IAPTC is a forum to exchange experiences and lessons learned, thus providing the basis for better networking and cooperation. Through collective efforts best practices and training methodologies can be easier identified.

Member responsibilities. IAPTC members should participate actively in the activities of the Association and its Annual Meetings. Members should share information, engage in joined analysis and help promote IAPTC, its members and mission.

Funding. Fund-raising is to be undertaken by the Secretariat and Presidency, with support from members. The money raised will continue to be used primarily to provide
fellowships, to fund the IAPTC web-site and other activities, and to organize the annual meetings.

**Secretariat.** This IAPTC body functions on voluntary grounds and should be held by the same institution on a multi-year basis in order to add coherence to the Association's activities.

**Presidency.** The Presidency is also held on a volunteer basis, for a term of one year, starting at the Annual Conference.

**Regionalization.** Regional IAPTC associations were discussed as a possibility to facilitate closer collaboration among institutions that share geographical proximity. [The IAPTC will recognize such regional IAPTC associations that come about as a result of voluntary regional initiatives, but such regional associations will not, for now, be incorporated into the formal management structure of the IAPTC, nor will it become a compulsory requirement for all regions.]

**Relationship with DPKO.** While an important partner of IAPTC, DPKO maintains its role as an ex officio member of the IAPTC and as an adviser on the IAPTC Executive Committee with observer (no voting rights) status.
Articles of Association
The International Association of Peacekeeping Training Centres

“Dedicated to the achievement of excellence”

Record:
1) First adopted at the 5th Annual Meeting held at the Pearson Peacekeeping Centre, Cornwallis Park, Nova Scotia 23-25 June 1999
2) Revised at the 7th Annual Meeting held at the United Nations University in Tokyo, Japan, 22-24 October 2001

I. Name and Purpose

A. The International Association of Peacekeeping Training Centres is an open and voluntary association of individuals, centres, institutions and programmes dealing with peacekeeping research, education and training.

B. The IAPTC promotes better understanding of peacekeeping, its goals, objectives and of the methods used in training for peacekeeping operations of all types. It will broaden contacts between and among various international organizations, peacekeeping training centres and institutions, Universities and other interested groups, thus leading to more effective peacekeeping.

II. Membership

A. Membership is open to individuals, agencies and organizations engaged in peacekeeping research, education and training.

III. Governance

A. All members shall be invited to participate and vote at the Annual General Meeting. The Annual General Meeting has ultimate authority over the programme and activities of the association.

B. The general direction of the work of the Association shall be the responsibility of the Executive Committee of the IAPTC. It shall consist of a troika Presidency from the organizations hosting the Annual Conferences. The term of office of the President shall be one year. The President will take office at the Annual General Meeting, and will be from the organization hosting that year’s Annual Conference. The Past-President will be from the organization that hosted the previous conference. The President-Elect will be from the organization that will host the next year’s Annual Conference. The Presidency shall rotate among the following regions: Africa, Americas, Asia and Europe.

C. The Executive Committee of the IAPTC will consist of eight members. They will be the three members of the Presidency, a senior representative
from UNDPKO, the Director of the Secretariat and the Chairpersons of the Military, Civilian and Civilian Police Committees.

D. The Secretariat shall be responsible for the continuing operation of the IAPTC under the guidance of the Executive Committee.

IV. Meeting of Association Members

A. Resolutions of the Annual General Meeting and any special meeting of the members of the Association shall constitute the expression of the will of the members and shall establish policies to be implemented by the Executive Committee, and the Secretariat.

B. The membership of the Association shall hold an Annual General Meeting at the time of the Annual Conference. All action at the Annual General Meeting shall be by majority of those present and eligible, except in the case of amendments to the By-laws, which will be subject to the provisions of Article VII.

V. Committees of the Association

A. The implementation of the Association's programme, in accordance with the decisions of the Annual General Meeting, shall be the responsibility of the Executive Committee, such other committees and working groups that the Executive Committee shall deem necessary or appropriate to carry out its responsibilities.

B. The responsibilities of the Executive Committee shall be:

1. To recommend to the Annual General Meeting themes for future meetings;

2. To keep members of the Association fully informed of programme activities;

3. To oversee the operations of the Secretariat and the implementation of the Association's programme and budget;

4. To appoint those committees and working groups that are necessary to implement the Association's programme and to receive their reports as requested by the Executive Committee; and

5. To advance the status and membership of the IAPTC.

VI. The Secretariat
A. The Secretariat will be headed by a Director who shall be senior executive of the organization hosting the IAPTC Secretariat.

VII. Host Organization Responsibility
A. The organization hosting the Annual Conference shall be responsible for all aspects of the meeting and shall follow the theme set out at an Annual General Meeting.

VIII. Amendments
A. Amendments to these Articles of Association may be proposed by the Executive Committee or by twenty-five members on petition. Proposed amendments shall be presented to the next Annual General Meeting of the membership and shall be adopted if approved by two-thirds of the members present and voting. On recommendation of the Executive Committee, amendments may be submitted to all members by mailed ballot after discussion at the Annual General Meeting and be adopted if approved by two-thirds of the membership.

IX. Procedures
A. The Annual General Meeting shall follow procedures in accordance with the normal practices of parliamentary bodies.

X. Termination
A. In case of termination, the assets and obligations of the Association shall be dealt with in accordance with specific arrangements agreed with funding sources and the general provisions followed under the laws of the country where the IAPTC has a legal persona.
Secretariat Report to the 7th Annual Meeting of the International Association of Peacekeeping Training Centres

General

Issues and questions arising from the AGM held in South Africa in June of 2000, such as the purpose, name, international status, articles of association and membership, need to be discussed in more detail at the 2001 meeting. The report generated by the Executive Committee entitled "REVITALISATION OF THE IAPTC: INITIATIVES AND ACTIONS", has been posted on the web site for comments by the membership.

Membership

The report of last year stated that the membership is 460 from 85 countries around the world. Please see suggestions regarding membership at the end of this report under "New Business".

Future Meetings

Colonel Mario Nakagama, Director of the Argentine Peacekeeping Centre (CAECOPAZ), has agreed in principle to host the 2002 Annual IAPTC Conference. More details on this will be forthcoming.

IAPTC Web site

The IAPTC web site can be accessed at: www.iaptc.org. Please send any articles, documents, photos etc. that you wish to have posted to the secretariat. Any comments or suggestions are most welcome.
Newsletter

The last IAPTC newsletter created was in the autumn of 2000. There have been no substantive submissions to generate a newsletter. (Please see the New Business section).

The Secretariat

After some discussions with the executive committee it was decided that the Pearson Peacekeeping Centre will continue to act as the secretariat for the IATPC. The contact person will be Christine Vroom.

NEW BUSINESS

There are a few issues that the secretariat would like to have discussed at this year’s meeting:

1. Membership. Having more than 400 members sounds great. In actual fact, these are figures generated from a “mailing list” rather than an actual “membership request” list. The IAPTC may wish to consider separating the membership into two categories: Peacekeeping Training Centres and individuals. The secretariat has created a list of training centers (both military and civilian) that exist around the world and with some direction from the 2001 AGM, is willing to work on sorting out the individual members list.

2. Secretariat. As previously mentioned, the Pearson Peacekeeping Centre has committed to continue to provide the secretariat for the Association. As the role of the IAPTC is discussed at the 2001 AGM, it is hoped that a more detailed role for the secretariat will result.

3. Newsletter. We may wish to discuss the need/desire for a newsletter. The secretariat has agreed to publish and distribute on a quarterly basis the IAPTC Newsletter, however, due to the lack of submissions, this has not been done. We may also wish to consider electronic publication versus hardcopy publication.