



Conference Proceedings

Report of the Conference on Peacekeeping Vision 2015
Capabilities for Future Mandates
New Delhi, India, 6 – 8 April 2011

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Conference Reference Materials

The following background materials were provided to the participants and served as a frame of reference for the deliberations:

Seminar

Concept Note

The New Horizon Initiative: Progress Report No. 1 (October 2010)

Background Note on the Capability Driven Approach to UN Peacekeeping (March 2011)

DPKO/DFS Operational Concept on the Protection of Civilians in UN Peacekeeping Operations (January 2010)

DPKO Draft Matrix of Resource and Capability Requirements for Implementation of Protection of Civilian Mandates in UN Peacekeeping Operations (18 Feb 2011)

DPKO Integrated Training Service Draft Pre-Deployment Training Modules for POC (1 March 2011)

Addressing Conflict-Related Sexual Violence: An Analytical Inventory of Peacekeeping Practice (June 2010)

Technical Workshop:

Cover Note & Explanation of Terminology

Session 1: Standards for Infantry Battalions in UN peacekeeping: Context and Overview

Session 2: Tasks and Key Capabilities for the Generic Infantry Battalion, including Sub-Units

Session 3: Suggested Organization and Major Equipment for the Generic Infantry Battalion

Session 4: Re-orientation Training for Inducting Troops

Session 5: Options for Support, Evaluation and Assessments

Session 6: Closing Session

Executive Summary

The conference on 'Peacekeeping Vision 2015 – Capabilities for Future Mandates' explored the capabilities required to enable future peacekeeping missions to respond effectively to diverse and evolving operating environments and increasingly complex mandates. It considered the specific challenges posed by the operationalization of protection of civilians (PoC) mandates, especially from the perspective of Troop Contributing Countries (TCCs), Police Contributing Countries (PCCs) and the United Nations Security Council Members, and examined options to harness experiences with ongoing policy development, planning, and training in this area to inform efforts to strengthen peacekeeping in other critical mandated areas. The conference combined a seminar and a technical workshop that analysed draft capabilities and standards for infantry battalions in UN peacekeeping operations as a means to support peacekeeping contributors and missions in the effective preparation for and execution of mandated tasks.

The conference was organized by the UN Department of Peacekeeping Operations (DPKO), the Norwegian Institute of International Affairs (NUPI), and the United Service Institution of India (USI), and took place in New Delhi, India, from 6 to 8 April 2011. The conference was supported by the Norwegian Ministry of Foreign Affairs and hosted by USI. More than 200 delegates attended, including leading UN TCCs and PCCs, UN Security Council Members, peacekeeping training institutes, research institutes, NATO, various parts of the UN Secretariat, current and former Special Representatives and Force Commanders, as well as a number of Indian government officials and senior Army, Air Force, and Navy officers.

The initiative sought to exchange perspectives on the implications of increasingly diverse and complex mandated tasks on the capability requirements of peacekeeping missions, and to solidify a common future vision for peacekeeping among participants. The conference took place against the background of an increasingly resource-scarce environment, which can be expected to remain the reality in the years ahead. Because of this, peacekeeping systems will require resilience to cope with some degree of capability deficit and common strategies to address significant capability gaps that threaten missions' ability to implement mandated tasks.

Efforts to bolster the capabilities, effectiveness and quality of performance of future peacekeeping missions, as advocated by the New

Horizon and Global Field Support Strategy, must thus remain a priority for the UN in the years ahead. Some of the issues discussed in this context during the seminar included:

- The need for a coherent strategic framework, backed up by sustained political support, in particular in light of increasingly complex and challenging mandates.
- More rigorous analysis and (independent) assessment in shaping and refining strategy, and greater emphasis on innovation and creative thinking in strategy development.
- Integrated planning with a focus on realistic mandates and identifying the capabilities needed for effective implementation to match resources with mandates and requirements. In this context, speakers highlighted both the importance of including experienced TCCs in the planning and mandating process and the imperative of maintaining a broad peacekeeping contributor base, including Western countries.
- An impact- and performance-driven planning process, rather than one driven by a focus on size and numbers; drawing on sufficiently qualified, responsive, and flexible peacekeeping capabilities and agile support systems. Participants highlighted the need for clear articulation of expectations, including through the development of standards and identification of peacekeepers with skill-sets appropriate to diverse and complex mandated tasks.
- Proactive and comprehensive outreach and communication with host populations, Member States, and the general public to clarify peacekeeping roles and highlight peacekeeping successes.
- Stronger partnerships and burden-sharing arrangements where tasks are more appropriately and effectively addressed by capabilities not found within a UN peacekeeping mission.
- Enhanced cooperation and coordination among various mission components, as well as harmonization of efforts across the UN family.

There was broad agreement and appreciation among participants that the tools under development to support more effective delivery of protection mandates are promising and may further serve as a useful model for improving performance in other mandated areas. Presentations by speakers from the field highlighted the range of protection activities being undertaken in different missions. They underscored the importance of an overarching concept, as well as the need for mission-specific strategic frameworks that take into account the unique context of each mission. Participants appreciated the PoC policy and training development work of the UN Secretariat, and called for the

continued engagement of TCCs and PCCs in the process, particularly with respect to the skills and capabilities required to implement protection mandates effectively.

Further work on the capability matrix for PoC was encouraged, with participants overwhelmingly emphasizing human rather than material capabilities as the cornerstone for successful protection. Participants also noted the need for the finalization and distribution of the PoC training material, as well as for better harmonization between the PoC training material and the scenario-based training material developed in response to conflict-related sexual violence. Several speakers also focussed on the importance of grooming senior managers and officers, as well as the need for innovative leadership as a complement to capability standards and training.

Discussions during the technical workshop reflected recognition of the need for commonly agreed baseline standards as a frame of reference to help guide peacekeepers in preparing for and executing mandated tasks. Participants were generally supportive of the DPKO's ongoing efforts to develop standards for a generic UN Infantry Battalion to support interoperability and overall effectiveness of infantry units in peacekeeping. Although participants predominantly were representing large and experienced TCCs, there was recognition of the need to develop appropriate tools for the full range of contributors to UN peacekeeping, including new and emerging TCCs. Several participants indicated a desire to remain engaged in the project, including through further analysis of draft standards, training concepts and related materials together with other experts.

I. Introduction

The conference on ‘Peacekeeping Vision 2015 – Capabilities for Future Mandates’ was co-organized by the United Nations Department of Peacekeeping Operations (DPKO), the Norwegian Institute of International Affairs (NUPI), and the United Service Institution of India (USI), in New Delhi, India, from 6 to 8 April 2011. The conference was supported by the Norwegian Ministry of Foreign Affairs and hosted by USI.

The main purpose of the conference was to consider future capability needs in the context of the increasingly complex operational environments faced by peacekeeping missions, and to build consensus among peacekeeping stakeholders on necessary and realistic approaches and measures to strengthen operational impact and standardize performance in peacekeeping operations. It brought together more than 200 participants from leading UN Troop- and Police-Contributing Countries (TCCs/PCCs), the UN Security Council, peacekeeping training institutes, research institutes, UN Headquarters and field missions, and the Indian Ministry of Defence and Ministry of External Affairs.

The conference was structured in two parts: the first was devoted to a seminar (6–7 April) and the second (7–8 April) to a technical workshop. The seminar considered capabilities in the context of, amongst others, the challenges with implementing protection of civilians (PoC) mandates in a range of different contexts, including in the context of conflict-related sexual violence. The technical workshop focussed on capability standards for a Generic Infantry Battalion in UN peacekeeping operations.

The conference featured thematically-grouped sessions, with panelists offering introductory remarks, followed by interactive discussion in plenary facilitated by a chairperson. The seminar opened with keynote speeches on the state of UN peacekeeping and a Peacekeeping Vision 2015. The opening session was followed by four panels covering various aspects of evolving peacekeeping mandates and requirements, peacekeeping capabilities, and policy and practical dimensions of protection of civilians. Speakers consisted of a mix of field and headquarters personnel and military, police, and civilian experts. The morning of 7 April offered the opportunity for further in-depth discussion in small working groups on the various dimensions of ongoing protection of civilian efforts.

The technical workshop commenced with an overview of the project to develop capability standards for Infantry Battalions in UN peacekeeping, followed by individual sessions with expert panellists covering the main areas of work: (1) tasks and key capabilities, (2) organization and major equipment, (3) re-orientation training and (4) options for support, evaluation and assessment.

Closing sessions during both the seminar and technical workshop presented the opportunity to summarize key findings and identify future areas of work.

The following sections represent a summary of presentations and discussions that emerged in the course of the three-day conference.

II. Seminar: Capabilities for the Future

A. A Vision for Peacekeeping 2015

Opening session

The seminar was opened by the former Indian Permanent Representative to the UN, Ambassador Gharekhan; the Norwegian Deputy Minister of Foreign Affairs, Espen Barth Eide; the Chief of Army Staff of India, General VK Singh, and the Assistant Secretary-General for Field Support, Anthony Banbury. The key note speakers offered a frank yet positive outlook on the state of UN peacekeeping and future challenges.

One of the central themes highlighted by all the speakers was the need for a peacekeeping vision that is inclusive and participatory in nature, involving the broadest possible range of Member States. Participation here refers not only to operations, but also to the involvement of TCCs and PCCs in the mandate implementation process, with a view to designing plans that are realistic and implementable, and that are informed by the capabilities needed to deliver the tasks that have been identified.

In reference to the 'New Horizon' process, ASG Banbury described peacekeeping as a unique global partnership, where each actor has a role to play. There was a common understanding, however, that success could be achieved only through the commitment of all Member States. When there is a mismatch between mandate and available resources, it threatens to undermine the credibility of the UN. Expectations need to be managed at both the local and international levels, including among UN Member States.

It was stressed that peacekeeping cannot become a substitute for genuine political engagement by all stakeholders. Peacekeeping operations backed by strong political engagement and partnership have been able to lay the foundations for successful transition from conflict to sustainable peace. The opening speakers also agreed on the need for more flexible and adaptable responses to conflict, to avoid silo approaches, and to allow the circumstances on the ground and the capabilities at hand to inform the appropriate response by the international community.

In his opening remarks, Ambassador Gharekhan provided an overview of the political context within which UN peacekeeping operations needs to be understood. He discussed the dynamics in the Security Council during the crises in Rwanda and Bosnia (Srebrenica), to illustrate how decisions taken by the UN Security Council were based on the political calculations of the Member States serving in the Council at the time.

General VK Singh considered the role of unpredictable non-state actors, the politics of peacekeeping, and the ‘non-implementable’ aspects of peacekeeping mandates as key factors contributing to the complex future challenges facing UN peacekeeping. General Singh argued that these challenges can be addressed only through comprehensive political, diplomatic and military initiatives.

Deputy Minister Eide and ASG Banbury both emphasized the importance of PoC mandates as a key feature of future UN peacekeeping operations. They argued that the success and effectiveness of UN peacekeeping operations would increasingly be judged on their ability to provide protection to the civilian population. Protection from conflict-related sexual violence should receive special attention, as such violence is increasingly used by warring parties to systematically destroy the social fabric of local communities.

Deputy Minister Eide argued that UN peacekeeping has evolved and adapted to the challenges it faced over the last decade and that in his opinion ‘the glass is half full – not half empty’. He urged Member States to be more innovative and adaptable when confronting capability gaps. Where peacekeepers lack the support and assets they need to operate effectively, these deficiencies should be addressed through mutual support and partnership among Member States.

Capability implications of shifting mandates and environments: Operational requirements for future peacekeeping operations

In this part of the seminar, the focus was on the evolving peacekeeping environment over the coming half-decade and the steps that will need to be taken to ensure that the UN peacekeeping missions of the future can adapt and respond to these changing needs. In his presentation on lessons from the past and perspectives for the future, Mr Alan Doss, the former Special Representative of the UN Secretary-General (SRSG) for the United Nations Organization Stabilization Mission in the Democratic Republic of Congo (MONUSCO), highlighted four systemic and interlinked weaknesses in UN peacekeeping: strategic direction, planning, integration and communications. He emphasized the need for linking up different mission components in pursuit of

mission-wide strategic objectives, and argued for more robust and inclusive assessment and planning processes that can match means to mandates and ambitions to capabilities.

Mr Doss further suggested that the UN – Secretariat and Member States alike – should more consistently ‘stress test’ its planning assumptions to better assess the resilience of these assumptions, on which mandates are drafted and mission plans are formulated. He also argued that strategic assessments should bring in people who can offer a genuinely independent perspective and be updated on an annual basis with a focus on what is needed to achieve mandated goals. There should also be more room for informal dialogue and consultations between the SRSG and Security Council Members, as well as the Secretary-General’s Policy Committee, on issues of strategic concerns. Missions need to invest more in field-based planning capacities, and through the support and encouragement of headquarters, bring the UN Country Team into the planning process. He also argued that outreach and communications need to be improved: ‘You are what you communicate’. Quoting Mark Twain: ‘History doesn’t repeat itself, but it does rhyme’, Mr Doss asked: are we preparing better for the wrong future?

He suggested that UN peacekeeping should prepare for an uncertain future by ensuring that there is political support for its peacekeeping operations; encouraging a more globally representative UN presence in the form of the broadest possible range of TCCs, PCCs and civilian peacekeepers; investing in stronger regional partnerships; continuing to strengthen the UN’s conflict prevention capacities; encouraging a culture of innovation and adaptation; facilitating lateral thinking across institutional boundaries; and breaking through intellectual silos.

In light of the above challenges, the presentation by the Assistant Secretary-General for Field Support, Anthony Banbury, highlighted the need for a strategic, global approach to peacekeeping resource management and field support. The Department of Field Support (DFS) has embarked on a major five-year reform effort, embodied in the ‘Global Field Support Strategy’ approved by the General Assembly in July 2010. The goal of the strategy is to position mission support as a strategic enabler in the delivery of political, peacemaking, peacebuilding and peacekeeping mandates. The strategy is meant to produce efficiencies and greater cost effectiveness over time. The Global Field Support Strategy (GFSS) is based on 5 key drivers:

- 1) Focus on results – balance the requirement to comply with rules, regulations, and internal procedures with the demand for effective delivery

- 2) The need to deliver support in a more timely manner – augment readiness capacities to enable an immediacy of response to needs in the field
- 3) The need to maximize the safety and security of personnel
- 4) The need for flexible and adaptable support systems to best serve the particular needs of each stage of a mission life-cycle
- 5) The need to tailor and expand the tool box – enhancing Strategic Deployment Stocks and addressing some of the gaps TCCs and PCCs face with some critical contingent-owned equipment.

ASG Banbury highlighted ongoing efforts in the context of the GFSS to move from a fragmented mission-by-mission approach to an effective, cost-efficient, corporate model that strategically programmes, manages and distributes resources. The new model must be sufficiently flexible and agile to respond to diverse and rapidly evolving environments and requirements. ASG Banbury underscored the vital role of Member States, including TCCs/PCCs and financial contributors, for the duration of this five-year strategy and beyond.

The subsequent discussion revealed consensus on the need for more realistic and flexible mandates, as well as a more inclusive and consultative mandate formulation process. In this context, there was general agreement among participants regarding the importance of including experienced TCCs in the mandating process and of maintaining a broad peacekeeping contributor base, including Western countries. Several participants underlined the need for more systematically planned and organized consultations with the TCCs by the Security Council and Secretariat, noting that, in their view, current processes are not sufficiently institutionalized.

Part of the discussions also centred on regional partnerships and the need for regional actors to be involved, especially at the political level, in UN peacekeeping efforts. Participants encouraged the UN and regional organizations to work closely together to explore partnerships that can address the capability gaps faced by both the UN and regional organizations when undertaking peacekeeping operations.

It was recognized that today's peacekeeping mandates, as well as the operating environments, are more complex and challenging than ever before, and that these challenges are having a direct effect on the changing capability requirements of UN missions. There was overall agreement that mandates need to be matched with adequate resources, appropriate training and sustained political support. All stakeholders, including the Secretariat, TCCs and PCCs, and financial contributors, were perceived to be responsible for ensuring that peacekeepers receive the support required to execute their mandated tasks. Partici-

pants also recognized that the global financial crisis was contributing to the lack of resources potentially available to peacekeepers, and that current pressures on capabilities are not likely to subside in the foreseeable future.

Hence, while peacekeeping is facing increased demand for high-level capabilities, it is simultaneously confronted with the reality of scarce resources. A priority for peacekeeping in the future will therefore be to identify and demonstrate efficiencies. It will furthermore be critical to improve the quality of human resources available to UN peacekeeping missions through improved standards, training, planning, coordination and integrated decision-making processes. By relying on its own people to adapt and innovate, future peacekeeping will be in a better position to cope, and thereby overcome the material shortcomings it may face.

The Regional Service Centre (RSC) in Entebbe was highlighted as a positive initiative. Some participants called for a replication of the RSC concept in other regions (e.g. the Middle East).

The issue of mission leadership was also raised in the discussions, and participants agreed that the SRSG, Force Commander (FC) and other members of the senior mission leadership team need to work closely together. The advantages of using sophisticated technological capabilities were discussed, and it was argued that the use of available technologies, such as surveillance technologies, could reduce the cost of peacekeeping and alleviate some of the capability gaps under consideration at the conference.

The capability-driven approach to peacekeeping

In her presentation, the SRSG in Timor-Leste, Ameerah Haq, stressed the need for faster, better and stronger peacekeeping operations. Slow rates of recruitment and deployment hamper a mission's ability to implement its mandate, while at the same time undermining the credibility of the UN among the host government and international community. In some cases, bilateral deployments alongside or in advance of UN peacekeeping operations are vital to effective response by the international community. With respect to ensuring better peacekeeping, SRSG Haq stressed the importance of national ownership. The international community, including peacekeeping missions, should resist doing everything themselves and must instead focus on empowering national capacities. It is critical to identify appropriate skill sets in the recruitment process, especially among civilian experts. South-South cooperation and triangular partnerships should be encouraged as a means to reduce the demand on UN capabilities. Recognizing the lim-

its of peacekeeping and harnessing the comparative advantages of other actors are also critical to stronger, more effective peacekeeping.

In his remarks, General Abhijit Guha, the Deputy Military Advisor in DPKO, introduced the capability-driven approach adopted by the UN Secretariat to help improve the overall impact and effectiveness of peacekeeping operations. He further underlined three major military processes underway to achieve credible capability development:

1) military planning, 2) force generation and 3) conduct of operations.

Military planning: Peacekeepers need clear and practical guidance to be able to deliver on the mandated responsibility to protect civilians. This guidance further needs to be translated into streamlined operational practices. Moreover, early integration of protection priorities in the mission planning and incorporation of lessons identified from the field are essential for the implementation of mandated tasks. While PoC is an overall mandate objective rather than a defined military task, there is a need to define ways in which the military can make constructive contributions in support of mission efforts to protect civilians, to improve local capacity, and support confidence-building in the peace process. This will require enhanced preparatory training and standardization amongst troop and police contributors. The importance of having an interface between military and police was also emphasized.

Force generation: The purpose of this process is to generate qualified forces and staff in a timely manner. There is a system of outreach to TCCs through the UN Standby Arrangements System (UNSAS), allowing TCC to sign a memorandum of understanding with the UN. However, as Member-State pledges are non-binding, the UN often has to accept what is offered rather than seeking key capabilities. To re-configure the UNSAS, the UN Office of Military Affairs (OMA) would need the full support and cooperation of Member States. To accelerate the committal process and improve the response of Member States, OMA is currently planning to develop guidance to assist with forward planning by TCCs.

Conduct of operations: Further to the appropriate generation of forces and planning, success in the field is also dependent on effective command and leadership. Two key capabilities are required: good intelligence and effective mobility. Both of these are lacking in UN peacekeeping missions. However, there is no margin for error, as our action, or inaction, has a direct and critical impact on the security of the people the mission is mandated to protect. Hence, judgement and initiative are as important as good equipment and sound tactics.

Given the above, the UN has identified mission-specific training for key officers prior to deployment as a key enabler. There is an ideal opportunity for fruitful cooperation between the UN and peacekeeping training institutes.

Maj. Gen. Luiz Guilherme Paul Cruz, outgoing Force Commander of the United Nations Stabilization Mission in Haiti (MINUSTAH), reiterated his support for the capability-based approach. He further stressed the need for adequately equipping and training the military components to ensure they are robust enough to implement their complex mandates. While the specific capabilities required would depend on the mission and operating environment, core capabilities identified include:

- command and control (clear communication channels and strategic guidance and commander's intent; clear understanding of the mission; language and interpretation);
- intelligence (employ appropriate resources; proactive response; integrated work with partners);
- integrated planning (complete integration with all stakeholders at all levels); interoperability (with UN and non-UN forces; UN Police (UNPOL) and national police);
- flexibility (prepared to adapt to different situations; Temporary Task Forces to support objectives; non-lethal weapons and mixing of functionalities to increase options for minimum use of force);
- mobility (all missions were said to lack this capability).

The issue of Chain of Command was extensively discussed. It was recommended that the force commanders should engage in regular dialogue with the TCC commanders to ensure a common understanding of requirements and expectations. As to the issue of Intelligence, it was noted that UN missions could, and should, obtain good situational and contextual awareness. In many missions, however, the available structures – Joint Mission Analysis Centres (JMACs), Joint Operational Centres (JOCs), Integrated Mission Training Centres (IMTC) – were not always perceived to be sufficiently proactive, or not utilized adequately by the mission leadership.

Finally, some participants called for a realistic approach to future peacekeeping, including a broader discussion on how we can move forward within the scope of our limited capabilities. In this context, there was a need to reduce expectations and prioritize, as well as to adjust the mandates according to available capabilities. It was recognized that capability gaps will remain a reality for peacekeeping in 2015 and beyond, and that efforts to bolster the effectiveness and

quality of performance must remain a priority for the United Nations in the years ahead. Meanwhile, there was a need for continuous engagement with Member States regarding expectations, requirements and resources.

B. Protection of Civilians: Experiences, Tools and Lessons

Over the course of two sessions with expert panelists, the seminar examined the topic of protection of civilians. Presentations and discussions considered ongoing policy development in this area, as well as associated training initiatives. Representatives from different field missions also outlined innovative mission strategies to realize protection mandates and to develop harmonized approaches across civilian, military and police functions. The panels were supplemented by four working groups which discussed in depth various aspects of the protection challenge, including planning and policy, scenario-based training, capability requirements and operational experiences.

From policy to practice: HQ perspectives and lessons from the field

Ms Victoria Holt, Deputy Assistant Secretary, Bureau for International Organization Affairs of the US Department of State, recalled that over the past decade it has become common for missions to be given an explicit PoC mandate. Although nobody expects peacekeepers to protect everybody from everything, there is a need to refine our understanding of what can be reasonably expected of peacekeepers, and how they can be further supported to ensure that they can succeed with this complex mandated task.

In her remarks, Ms Margot Wallstroem, SRSG on Sexual Violence in Conflict, stressed that sexual violence has now been recognized by the international community as a security threat that demands a security response. For peacekeepers, helping to deter sexual violence was seen as essential to the credibility and success of the mission. Enterprising practices have already been developed, including by Indian peacekeepers serving in MONUSCO, and can be useful for future training and learning. SRSG Wallstroem further stressed the need for proactive and effective communications strategies on UN roles, activities, and successes in support of peace. She argued that sexual violence should not be categorized as a 'niche' issue, but should be seen as a core 'protection of civilians' challenge.

Rape is still the slowest to register on the security radar, and is ranked lowest on a false hierarchy of wartime horrors. SRSG Wallstroem noted that the Analytical Inventory of Peacekeeping Practice gives

many examples of rape as a security threat, underlining that these acts are not only crimes against the individual victim but are considered to be crimes against humanity.

SRSG Wallstroem indicated that the Analytical Inventory should be seen as part of a broader process of expanding the constituency for action. There has been a virtuous cycle of increased attention leading to more concerted action on the ground since the process of compiling the Inventory began. Peacekeeping missions are likely to be tested in this area in the coming years, requiring guidelines and mission-wide strategies, pre-deployment training, and scenario-based training modules to prepare peacekeepers to recognize sexual violence and react appropriately. These tools are intended to support broader protection efforts.

In his remarks, Lt. Gen. Chander Prakash, the Force Commander for MONUSCO, identified a range of key operational challenges to the implementation of the PoC mandated tasks, including:

- complex and sometimes conflicting tasks within the mandate;
- complex environment;
- insufficient number of peacekeepers compared with the vast number of civilians at risk;
- resource constraints (which increase the credibility gap);
- politicized environment;
- limited intelligence capability;
- capacity constraints of international as well as national actors;
- lack of standardization and Standard Operating Procedures (SOPs);
- aversion to hard work and risk-taking;
- negative media reporting in times of crisis.

Lt. Gen. Prakash presented multiple examples of successful protection activities undertaken by MONUSCO peacekeepers, stressing that, while challenging, implementation of POC mandate requirements is achievable. He underlined the importance of multi-dimensional strategies and a common action plan with clear division of labour.

Picking up on this issue, Commissioner Riana Paneras, Deputy Police Commissioner for the African Union–United Nations Hybrid Operation in Darfur (UNAMID), highlighted the difficulties surrounding the implementation of PoC, when there is no common definition or understanding of the concept on the ground. The UN Secretariat has sought to address this need by developing the DPKO/DFS Draft Operational Concept, organized around the three-tiered approach to PoC: protec-

tion through political process, protection from physical violence, and establishing a protective environment.

Commissioner Paneras argued that, despite the increasing recognition of the important role of the police in protection efforts, most guidance and training material developed to date has not given sufficient attention to the role of the police. The police are not only key players in support of justice and rule of law, but also have the ability to build bridges between different actors and stakeholders, especially between different communities and the local police. Moreover, in several missions, UNPOL have been involved in initiatives to empower communities to be key players in their own safety (as through the establishment of community policing committees in Darfur).

In the discussion, several participants noted the need for more precise Security Council mandates with respect to protection roles and expectations. Others argued that broad mandates are useful because they provide the UN Secretariat, mission leadership and partners with enough flexibility to design innovative context-specific responses. This further allows the mission to adapt to rapidly changing environments, without having to seek Council approval for specific initiatives.

There was agreement around several factors pertaining to the role of police in protection:

- clarifying the roles of police officers and units under a PoC mandate;
- weighing protection roles of police vs. other civilian peacekeepers, recognizing the need for consistency and adequate length of service to develop the knowledge, relationships and skills necessary to accomplish these tasks;
- selecting police officers for UN service who have the aptitude for, and previous experience with, mentoring, advising, community policing and negotiation;
- allocating more time in UNPOL training to PoC and ensuring mission-wide coordination and cooperation on PoC mandated tasks.

There was further consensus regarding the need for stronger cooperation and coordination among the police, military and civilian components in peacekeeping missions, especially in the context of implementation of PoC mandates and tasks. Missions also need to harmonize PoC efforts across the UN system and coordinate better with local and other partners.

Some participants argued that one factor that undermines a mission's capability to execute its PoC mandate is the presence of a passive and risk-adverse command culture. This discussion moved on to the issue of interpretation of the Rules of Engagement (ROE): some believed the ROE to be sufficiently clear and comprehensive, whereas others held that they remain too ambiguous and could therefore be misused by those who favour a passive approach. It was stressed that Force Commanders and Police Commissioners must ensure that the operational and tactical commanders have understood and communicated the implications of the ROE. Participants also stressed the need to hold managers and commanders responsible for failure to act.

Leadership and direction were seen to be key factors in overcoming these shortcomings, in particular since effective leaders can generate mission- and context-specific coherence on issues where the larger UN system is unable to agree because of various political and institutional factors. Some participants recommended that the selection of Heads of Mission (SRSGs), Force Commanders, Police Commissioners and other senior appointments should be undertaken with greater care in the future. Upon appointment, more effort should be devoted to fostering a team culture, and ensuring that the leadership team adheres to a common implementation plan and follows a coherent approach towards host authorities as well as local and international partners.

With respect to both PoC and broader mandate challenges, it was suggested that all Member States, including TCCs/PCCs, must think out of the box and to come up with innovative ways of generating the resources needed to deal with the peacekeeping needs of the future.

Planning and training for protection of civilians

Ms Izumi Nakamitsu, Director of the DPKO Policy Evaluation and Training Division, introduced the session on PoC planning and training. In her remarks, she outlined the various tools under development by the UN Secretariat, in cooperation with Member States, to aid peacekeepers in developing mission-wide and system-wide approaches to PoC. Based on lessons learned, the DPKO has developed several planning and policy guidance documents and is currently in the process of finalizing PoC training modules, including scenario-based training exercises. Ms Nakamitsu underlined the requirements for preparing various peacekeeping components for the implementation of PoC mandates and stressed the need for coherence across planning processes, strategy development and training.

Col. Farooque Choudhury, Deputy Chief of the DPKO Integrated Training Service, explained that the aim of the PoC training modules is to improve the coherence and effectiveness of PoC through a common understanding of what ‘protection’ means. The objectives are further to clarify UN institutional standards with regard to planning and implementation, including the different roles and responsibilities of all protection actors, and to support more effective protection planning by improving awareness of threats and vulnerabilities.

The training package under development consists of four modules. The first provides an overview of PoC. The second addresses the international legal dimensions of PoC. The third unpacks the PoC concept in the context of UN Peacekeeping Operations, and the fourth is focussed on planning and operationalization.

The four training modules are supplemented by scenario-based exercises. The scenarios are fictional, but are based on a set of real PoC challenges faced by several missions in the past. There are 12 exercises, ranging from less to more complex. Trainers can choose those exercises most useful for their training audience. The methodology is fairly simple and can be applied to different groups, whether a military, police or integrated training audience. The presentation of the module and the use of the scenarios can be adjusted for various levels: foundation level, mid-level and senior level. Training materials can also be supplemented with further tactical-level modules targeted at military peacekeepers and police officers.

In his remarks, Maj. Gen. (Ret) Patrick Cammaert, Former DPKO Military Adviser and Former Force Commander for the United Nations Mission in Ethiopia and Eritrea (UNMEE), outlined the work underway in a specific sub-set of the overall protection agenda: training for peacekeepers to address conflict-related sexual violence. Maj. Gen. Cammaert explained that in 2008, the DPKO and UN Women started compiling an inventory of best practices, aimed at identifying measures to help prevent sexual violence and inform UN military, police and civilian personnel of practices for dealing with conflict-related sexual violence.

The aim of the Inventory is to generate awareness in military and police planning circles of pragmatic approaches that can be used to address the growing use of conflict-related sexual violence as a tactic and tool of war, as well as to support the pre-deployment training of peacekeeping personnel. To facilitate its implementation, the Inventory has been converted into scenario-based training material, to be used during pre-deployment and in-mission peacekeeping training. The training material can be used together with the overarching PoC train-

ing modules or on its own. The training material can be adapted for use at the strategic, operational or tactical levels, and consist of presentations, case studies, video clips and scenario briefings. The package currently contains mission-specific information for Haiti, the Democratic Republic of Congo (DRC) and Chad; mission-specific materials for Darfur and Côte d'Ivoire are under development.

In the subsequent working groups and plenary discussion, several participants highlighted the innovative work of the UN in the area of PoC planning, guidance, and training. It was noted that the UN should find opportunities to better publicize and advertise its work in this crucial area and that target audiences should include not only current peacekeepers and TCCs/PCCs, but also those not currently involved in peacekeeping. Participants urged close coordination between ongoing work on overarching PoC training and targeted efforts on conflict-related sexual violence.

Issues related to the use of force, ROE and immunity/legal protection of the peacekeepers were also raised, with some participants expressing concern over their legal protection in the event of casualties in the course of action. It was noted that, while training tools can aid individual peacekeepers and commanders to better understand and prepare for various options, individual initiative and judgement remain critical factors for effective protection. Several participants called for increased focus on the implementation and operational dimensions in the training modules –less focus on what PoC is, and more focus on how it should be implemented on the ground.

Some also argued that the scenario-based exercises and the PoC capability matrix under development by DPKO were too focused on physical protection aspects; they recommended an expansion to include dimensions related to support to political processes and the creation of enabling environment for protection. While the importance of adequate mobility and intelligence assets in peacekeeping operations was noted, appropriate and sufficiently specialized human capabilities were highlighted as particularly crucial to effective protection in missions. In response to queries regarding the apparent absence of a police focus in the current training materials, it was pointed out that the training modules were generic and applicable to all peacekeepers. At the same time, it was recognized that the standard training material for UNPOL needs to be updated to reflect the new PoC policy and training materials.

Participants also discussed in-mission training, as well as the need to target currently deployed peacekeepers with the two sets of training materials under development. It was noted that such training can fur-

ther foster a common understanding of requirements and challenges among senior managers and commanders. The DPKO indicated that it would explore the option of expanding PoC training to include in-mission training.

C. Closing Remarks

The seminar portion of the conference was closed with remarks by Mr Dilip Sinha, Additional Secretary of the Indian Ministry of External Affairs; Maj. Gen. Kristin Lund, General Inspector of the Norwegian Home Guard; and Maj. Gen. Abhijit Guha, Deputy Military Advisor for Peacekeeping Operations. All three speakers highlighted the need to provide stronger linkages between mandates, strategy and capabilities, especially in relation to PoC. To this end, the seminar had offered a unique opportunity to move beyond definitions of conceptual aspects to concrete, practical discussions on the challenges that need to be addressed for improved implementation of PoC mandates.

While much progress towards a common Vision of Peacekeeping 2015 has already been made, peacekeeping will continue to evolve and face new challenges. It was recognized that capability gaps will remain a reality for peacekeeping in 2015 and beyond, and that efforts to bolster the effectiveness and quality of performance, as advocated by the New Horizon and Global Field Support Strategy, must remain a priority for the UN in the years ahead. Meanwhile, the closing speakers called on all Member States to commit and contribute to the process according to their own capacities and comparative advantages.

The practical scenario-based training tools for PoC and conflict-related sexual violence were further seen as examples of the innovative approaches required to enhance the UN's capacities for the future, with the ultimate aim of bolstering mission effectiveness through improved delivery on all mandate tasks. At the same time, it was stressed that these tools were not sufficient to meet all the challenges on the ground, and could not replace the commitment, initiative and leadership of all those in the field who are called to act in support of peace.

In light of the above, the speakers reiterated the need for a common frame of reference and a shared mindset among all stakeholders with respect to the concrete requirements and challenges confronting peacekeepers, to ensure maximum effectiveness and impact. Difficult judgements and decisions had to be made from the highest level of decision-making down to the individual peacekeeper. To this end, an inclusive dialogue on the mandate formulation and the future of peacekeeping would be critical.

III. Technical Workshop: Infantry Battalion Capabilities and Standards

The technical workshop was facilitated by the DPKO Office of Military Affairs and was structured along the main components of current work on developing a generic Infantry Battalion standard for UN peacekeeping, which would be compiled into a generic UN Infantry Battalion Manual. Many of the participants were current and former peacekeepers with operational experience in military doctrine and training from top TCCs and peacekeeping training institutes. The purpose of the workshop was to review draft standards and elicit feedback from Member States on the materials under development and specific requirements for Infantry Battalions in UN peacekeeping.

The technical workshop consisted of opening and closing sessions, as well as four substantive sessions covering the main areas of work: (1) tasks and key capabilities, (2) organization and major equipment, (3) re-orientation training, and (4) options for support, evaluation and assessment. Panellists included military doctrine experts from national militaries and peacekeeping training institutes.

A. Opening Session

In the opening session was co-chaired by Lt. Gen. (Ret) Mehta of USI and former DPKO Military Adviser, and Maj. Gen. Abhijit Guha, Deputy Military Adviser for the DPKO. It featured presentations by Mr David Haeri, Chief of the Peacekeeping Best Practices Section (DPKO), and Col. (Ret) Willem van Dullemen, Senior Project Officer in the Office of Military Affairs (DPKO). The opening session provided participants with an introduction to the Infantry Battalion Project and allowed for initial exchange on the scope of tools required to standardize approaches, structures and performance among contributors of infantry units in UN peacekeeping operations. Participants noted the innovative work currently underway within the DPKO and DFS, while pointing to the inherent challenges of standardizing TCCs with differing capacities, backgrounds and cultures, and ensuring adherence to a set standard once identified.

The session further included a presentation on Indian aviation capabilities by Air Vice-Marshal M. Bahadur, Assistant Chief of Air Staff, Operations, Indian Air Force.

B. Tasks & Capabilities

This session aimed to achieve a broad consensus on the proposed compendium of capability standards for Infantry Battalions and on the identification of core tasks and key capability requirements for the Generic UN Infantry Battalion. While participants agreed in broad terms on the identified tasks, several called for further definition of each task. It was acknowledged that a Battalion will seldom apply all elements of a comprehensive task list at all times, but would rather focus on those specified in the Force Requirements. Discussions revealed a potential need for further clarification of appropriate Infantry Battalion roles in specific areas, including with respect to civil interaction and support to mission protection objectives. There was less discussion on key capabilities associated with core tasks, but the workshop was content with the proposed approach to develop these and to articulate the expected capability standard and likely areas of adaptation necessary to meet the demands of each unique mission.

C. Organization & Equipment

Throughout the discussion on Infantry Battalion organization and equipment, participants voiced strong support for a modular approach, to be clearly driven by the unique operating environment of each mission. There was lengthy discussion on the number of companies and platoons that the UN should apply into the generic structure. This concern was based less on capability considerations (how many team sites the UN requires a battalion to occupy, and the number of platoons required for daily tasking), and more on real-world concerns such as force-generating structures that create significant turbulence for the unit, with several contributors voicing concern about generating awkward structures that would necessitate significant re-organization from national structures and practice. All participants noted that, while task organization was possible, the ability to return rapidly to national structures and roles was an equally important consideration for TCCs.

D. Re-orientation Training

The workshop session on training was aimed at soliciting Member-State feedback on the feasibility and scope of a re-orientation training package for Infantry Battalion leadership. The proposed approach would be supported by the UN with (1) the development of training materials; (2) delivery, when requested by a TCC, through either a train-the-trainers approach or support to courses delivered by Peacekeeping Training Institutes (PKTIs)/Member States; or (3) as part of an extended member-state reconnaissance visit in advance of deployment. Despite the intended focus on battalion leadership training, the workshop discussion focused more generally on training issues. Par-

Participants expressed support for UN-issued training modules to aid preparations of Infantry Battalions, but emphasized that any training should remain an exclusively national responsibility. There was a sense that battalion leadership training should be a priority; however, there was insufficient time to explore the modalities and options fully. Several participants voiced support for independent, objective assessment against clear training or performance standards.

E. Assessment & Evaluation

Background materials developed on the subject of Infantry Battalion evaluation focused on general experiences with past and present practice in terms of assessment and evaluation rather than proposing new concepts and approaches. Participants were keen that the DPKO should build on existing evaluation frameworks before exploring additional metrics and processes. Although self-evaluation appeared to be the preferred method among workshop participants, it was also noted that the UN should support creation of a framework to allow for objective and transparent assessment throughout the deployment cycle. Issues raised included possible options for linking national assessment procedures with UN processes and for allowing information-sharing between national and mission authorities.

F. Closing Session

Lt. Gen. (Ret) Mehta and Maj. Gen. Guha provided closing remarks for the technical workshop. They underlined the importance of close cooperation between TCCs and the UN Secretariat in generating and implementing a UN Generic Infantry Battalion Manual and highlighted the valuable contributions provided by participants throughout the workshop. There was general agreement and support for DPKO's efforts to develop standards as a means to support interoperability and overall effectiveness of infantry units in peacekeeping. There was appreciation among leading TCCs for the need to develop appropriate tools for the full range of contributors to UN peacekeeping, including new and emerging TCCs. Several participants indicated a desire to remain further engaged in the project, including through further analysis of draft standards and related materials together with other experts in capitals.

IV. Conclusions

The seminar and technical workshop were viewed as highly successful both substantively and with respect to their impact on strengthening the partnership among peacekeeping stakeholders. The two-part conference structure presented a unique opportunity to bridge the gap between policy and practice and to examine both strategic considerations for future peacekeeping operations, as well as the practical tools required to bolster their effectiveness. Participants agreed that capability requirements for UN peacekeeping can be expected to remain high despite the possible consolidation of overall peacekeeping numbers. Peacekeeping of the future must be underpinned by inclusive mandating and planning processes, broad peacekeeping participation with an emphasis on specialist and niche capabilities in particular, and effective and innovative use of resources.

Detailed examination of protection strategies and instruments and of draft capability standards for UN Infantry Battalions provided useful insights into concrete requirements to bolster effective delivery of mandated tasks and potentially useful lessons for similar work in other areas. More generally, feedback received from participants in both the seminar and the technical workshop was encouraging with respect to the ability of Member States and the Secretariat to develop jointly the range of tools required to identify and strengthen peacekeeping capabilities for future operations. The UN Secretariat intends to incorporate contributions from both the seminar and technical workshop into its work in further developing and refining PoC policy frameworks, capability requirements, and training tools, as well as to develop a comprehensive UN Generic Infantry Battalion Manual.

The discussions also revealed a need for continued engagement with a wider group of stakeholders, including smaller, emerging TCCs, on their requirements and expectations. This includes refining the scenario-based PoC training modules under development and linking these with modules on conflict-related sexual violence. It will also entail further work on articulating the capability requirements associated with PoC for various peacekeeping components. Another priority in the coming months will be for the UN Secretariat to finalize, with the support of Member States, a viable Generic Infantry Battalion Manual that can serve the broader TCC community. In this context, a coherent and feasible DPKO/DFS approach for assessment and evaluation of military peacekeeping capabilities and for Infantry Battalion leadership training will have to be developed and carefully probed with

Member States. Ongoing member-state assistance building on the 'Peacekeeping Vision 2015' Conference – both as advocates for work underway in the area of guidance, standards, and training development and as supporters of consultation and implementation activities – will therefore be vital to the roll out and realization of current and future strengthening efforts.

Annex: Conference Agenda

PEACEKEEPING VISION 2015: CAPABILITIES FOR FUTURE MANDATES, NEW DELHI, 6-8 APRIL 2011

SEMINAR: CAPABILITIES FOR THE FUTURE

DAY 1 (06 April)

0830 – 0900 Registration & Coffee

INTRODUCTORY SESSION

0900 – 1000 Welcome and Introduction – Lt. Gen. (Ret) PK Singh, Director United Service Institution of India (USI)

Inaugural Address – Amb. CR Gharekhan, Special Envoy of India for the West Asia & Middle East Peace Process and Former Permanent Representative of India to the United Nations

Special Address – Mr. Espen Barth Eide, Deputy Minister of Foreign Affairs, Norway

Special Address: General VK Singh PVSM, AVSM, YSM, ADC. COAS, India

Keynote “Peacekeeping Vision 2015: Emerging Challenges and Key Functionalities” – Mr. Tony Banbury, Assistant Secretary-General for Field Support, United Nations Department of Field Support

1000 – 1030 Coffee/Tea Break

WORKING SESSIONS

1030 – 1200 **Session 1: Flexibility and Adaptability in Peacekeeping: Evolving Environments and Requirements**

Chair: Mr. Cedric de Coning, Research Fellow, Norwegian Institute of International Affairs (NUPI), and Adviser, African Centre for the Constructive Resolution of Disputes (ACCORD)

Lessons from the Past & Perspectives for the Future

Sir Alan Doss, Former Special Representative of the Secretary-General for the Democratic Republic of the Congo

Readiness and Response in Different Peacekeeping Environments: Implications of the Global Field Support Strategy for Future Peacekeeping Operations

Mr. Tony Banbury, Assistant Secretary-General for Field Support, United Nations Department of Field Support

1200 – 1300

Lunch

1300 – 1430

Session 2: Faster, Better, Stronger: What Capabilities for Peacekeeping?

Chair: Ms. Ameerah Haq, Special Representative of the Secretary-General for Timor-Leste and Head of the United Nations Integrated Mission in Timor-Leste (UNMIT)

The Capability-driven Approach to Peacekeeping & Requirements for Optimizing Performance on the Ground

Maj. Gen. Abhijit Guha, Deputy Military Adviser for Peacekeeping Operations, DPKO

Maj. Gen. Luiz Guilherme Paul Cruz, Recent Force Commander of the United Nations Stabilization Mission in Haiti (MINUSTAH)

1430 – 1500

Coffee/Tea Break

1500 – 1730

Session 3: Protection of Civilians: From Policy to Practice

Chair: Ms. Victoria Holt, Deputy Assistant Secretary, Bureau for International Organization Affairs, U.S. Department of State

Responding to Conflict-related Sexual Violence: Expectations of the International Community

Ms. Margot Wallstrom, Special Representative of the Secretary-General on Sexual Violence in Conflict

Protection Challenges and Use of Force: Practical

Experiences on the Ground

Lt. Gen. Chander Prakash, Force Commander for the United Nations Organization Stabilization Mission in the Democratic Republic of Congo (MONUSCO)

Protection Mandates in Peacekeeping: Mission Approaches

Ms. Riana Paneras, Deputy Police Commissioner for the African Union-United Nations Hybrid Operation in Darfur (UNAMID)

RECEPTION AT EMBASSY OF NORWAY

2000

Buffet Dinner

Welcome:

Amb. Ann Ollestad, Norwegian Ambassador to India

Mr. Tony Banbury, Assistant Secretary-General for Field Support

Amb. Bambit Roy, Former Indian Ambassador to Norway

Day 2 (07 April)

0900 –1030

Session 4: Protection of Civilians: Planning and Training Dimensions

Chair: Ms. Izumi Nakamitsu, Director, DPKO Policy Evaluation and Training Division

Presentation of Proposed Training Modules for Protection of Civilians

Col. Farooque Choudhury, Deputy Chief, DPKO Integrated Training Service

Scenario-based Training in Response to Conflict-related Sexual Violence

Maj. Gen. (Ret) Patrick Cammaert, Former DPKO Military Adviser, Former Force Commander for the United Nations Mission in Ethiopia and Eritrea (UNMEE)

1030 – 1200

Parallel Working Groups on POC

Working Group I: Policy & Planning dimensions

This group is tasked to generate feedback on the policy and planning guidance that has been presented on the capability-driven approach as well as on PoC. Is this policy guidance useful? What gaps and uncertainties remain? What are the implications from policy development and planning for expectations with respect to POC on the ground? What other cross-cutting challenges alongside POC can we expect in our missions going forward?

Working Group II: Scenario-based Training Tools

This group is tasked to generate feedback on the draft training modules for pre-deployment POC training and the conflict-related sexual violence training package. Are these tools useful for Member States? Do they address the concerns and questions that Member States have to deal with? What other training materials are needed? What factors other than training must be considered in the preparation of peacekeepers for POC tasks?

Working Group III: Capability Requirements for POC Mandates

This group is tasked to consider and advise on the capability requirements for executing POC mandates. What are the capabilities that missions and individual peacekeepers need that are different from their current levels of preparedness and support? What can be done to address these needs? How do we define and ensure success within existing constraints? How can we ensure mandating processes are adequately linked to capabilities and capability development?

Working Group IV: Lessons from Operational and Tactical Experiences

This group is tasked to identify lessons for the capability-driven approach and PoC from the perspective of Member State's operational and tactical experiences in UN peacekeeping missions over the last few years. What are the main operational and tactical challenges that need to be addressed? What can the Secretariat do to address these challenges? What can Member States do to address these challenges? What is the role of leadership in the field and at headquarters? What do missions need to be able to do to protect civilians beyond the projection of force? What can be done to manage expectations with respect to protection?

- 1200 – 1300 **Report back from Working Groups**
- Chair:** Ms. Izumi Nakamitsu, Director, DPKO Policy Evaluation and Training Division
- 1300 – 1330 **Closing Remarks**
- Dilip Sinha, Additional Secretary, Indian Ministry of External Affairs
- Maj. Gen. Kristin Lund, General Inspector, Norwegian Home Guard
- Maj. Gen. Abhijit Guha, Deputy Military Adviser for Peacekeeping Operations, DPKO
- 1330 – 1430 Lunch

TECHNICAL WORKSHOP: INFANTRY BATTALION CAPABILITIES AND STANDARDS

- 1430 – 1545 **Session 1: Standards for Infantry Battalions in UN Peacekeeping: Context and Overview**
- Co-chairs:
Lt. Gen. (Ret) Randhir Kumar Mehta, United Service Institution India (USI)
- Maj. Gen. Abhijit Guha, Deputy Military Adviser for Peacekeeping Operations, DPKO
- Capability Standards in Peacekeeping – A Pilot Initiative: Approach, Objectives & Activities
Mr. David Haeri, Chief, Peacekeeping Best Practices Section, DPKO
- Infantry Battalion Pilot Project: Concept & Introduction. Workshop Overview & Expectations
Mr. Willem Van Dullemen, Senior Project Officer, Office of Military Affairs, DPKO
- Presentation on Aviation: Air Vice Marshal M. Bahadur, Asst. Chief of Air Staff, Operations, Indian Air Force

RECEPTION AT MANEKSHAW CENTRE

1930 Onwards **Welcome:**
 Dilip Sinha, Additional Secretary, Ministry of External Affairs, Government of India
 Maj. Gen. Kristin Lund, General Inspector, Norwegian Home Guard
 Ms. Izumi Nakamitsu, Director, DPKO Policy Evaluation and Training Division

Day 3 (08 April)

0830 – 1030 **Session 2: Tasks and Key Capabilities for the Generic Infantry Battalion, including Sub-Units**

Chair: Lt. Gen. Rajinder Singh, Director General Staff Duties, Indian Army

Indian Perspective on Tasks and Key Capabilities:
 Brigadier V. George, Deputy Director General Staff Duties, Indian Army

Plenary discussion

1100 – 1130 Coffee/Tea Break

1130 – 1230 **Session 3: Suggested Organization and Major Equipment for the Generic Infantry Battalion**

Chair: Maj. Gen. Kristin Lund, General Inspector, Norwegian Home Guard

Introduction: DPKO

Plenary discussion

1230 – 1330 Lunch

1330 – 1530 **Session 3 cont'd: Suggested Organization and Major Equipment for the Generic Infantry Battalion**

1530 – 1600 Coffee/Tea Break

1600 – 1700 **Session 4: Reorientation Training for Inducting Troops**

Chair: Maj. Gen. Luiz Guilherme Paul Cruz, Recent Force Commander of the United Nations Stabilization Mission in Haiti (MINUSTAH)

Introduction: DPKO

Indian Perspective on Re-orientation Training of an Infantry Battalion Group, Col. M. K. Bindal, Director Centre for UN Peacekeeping, Indian Army

1700 – 1800

Session 5: Options for Support, Evaluation and Assessments

Chair: Maj. Gen. (Ret) Patrick Cammaert, Former DPKO Military Adviser, Former Force Commander UNMEE

1800 – 1830

Plenary discussion
Coffee/Tea Break

1830 – 1900

Session 6: Closing Session

Chair: Lt. Gen. (Ret) Randhir Kumar Mehta, United Service Institution India (USI)

Wrap-Up and Next Steps: Maj. Gen. Abhijit Guha, Deputy Military Adviser for Peacekeeping Operations, DPKO

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