



USIPEACE BRIEFING

United States Institute of Peace Teaches International Security Personnel to Resolve Conflicts without Resorting to the Use of Force

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TRAINING PROGRAMS FOR INTERNATIONAL SECURITY PERSONNEL

Over the past decade, the United States Institute of Peace (USIP) has trained members of police and military forces around the world to prepare them to participate in international peacekeeping operations or to contribute to post-conflict stabilization and rule of law interventions in their own or in other war-torn countries. Most of the training takes place outside the United States, from remote, rugged bases to centrally located schools and academies, from Senegal to Nepal, from Italy to the Philippines.

Today's crisis, conflict, and post-conflict contexts are characterized by complexity, multiple parties, blurred boundaries, blurred distinctions between combatants and civilians, and greater numbers of civilian casualties than combatant casualties. There are often many interveners attempting to manage the conflict, including international, regional, national and community-level state and nonstate actors. Intervening security forces – international military and police - are required to assume responsibilities for which they were not prepared, and to operate in domains in which they were not trained.

Military forces may find themselves carrying out activities traditionally conducted by police forces, and police may find themselves carrying out their traditional activities in combat zones. Both may find themselves supporting or actually implementing activities associated with the full range of tasks associated with nation-building or state-building, or tasked with managing conflicts in contexts far outside their routine responsibilities. At the same time, international peace operations, stabilization and reconstruction initiatives face shortages of well-trained security forces to meet their requirements for effective conflict management. Training for these types of operations involves skills not addressed in training for conventional military or police activities.

Security forces in these contexts must be prepared to support humanitarian operations, contribute to economic and political development activities, and engage in peacebuilding and conflict resolution. They must also be prepared to communicate, coordinate, and collaborate with national and community level elected officials, business leaders, international and local non-governmental organizations, traditional leaders, religious leaders. In addition, they must work in tandem with the security forces of host countries and those of dozens of intervening countries.

USIP Peace Briefing: United States Institute of Peace Teaches International Security Personnel to Resolve Conflicts without Resorting to the Use of Force

During the past decade and a half, a number of international, regional, and national training institutions and training programs have been established to prepare security personnel for working in complex crisis, conflicts, and post-conflict environments. These include the African Contingency Operations Training and Assistance Program (ACOTA), the Defense Institute of International Legal Studies (DIILS), the Inter-American Defense College (IADC), and Centre of Excellence for Stability Police Units (COESPU). In addition to its support to the United Nations Department of Peacekeeping Operations (UNDPKO), the United States government supports numerous other institutions and programs, including the IADC and COESPU. ACOTA and DIILS are U.S. government initiatives and are solely supported by the U.S. government.

USIP has contributed to the work of these institutions and programs by providing the conflict resolution skills training component to the courses. Students have learned about conflict analysis and problem-solving, and have learned how to negotiate and mediate in complex crisis contexts. Participants in USIP trainings contribute to U.N. peacekeeping operations, U.S. government operations, and the peacekeeping operations of regional organizations from Africa to Latin America.

AFRICAN CONTINGENCY OPERATIONS TRAINING AND ASSISTANCE PROGRAM (ACOTA)

The majority of U.N. peace operations are in Africa, where more than 45,000 peacekeepers serve in seven operations. African countries have increased their contributions to U.N. operations, as well as offered troops for missions led by the African Union (AU) and the Economic Community of West African States (ECOWAS). To increase the capacities and readiness of African peacekeeping troops, the United States has provided training support to African militaries through the ACOTA program. Since 2002, the ACOTA program has assisted sub-Saharan African countries to develop and support a deployable capacity for peace operations, and has aimed to fill gaps in existing African peacekeeping capacity.

ACOTA emerged from a previous U.S. government program, the African Crisis Response Initiative (ACRI) which operated from 1997 to 2001. This program focused on traditional peacekeeping responsibilities, such as convoy escort, communications, and

USIP Peace Briefing: United States Institute of Peace Teaches International Security Personnel to Resolve Conflicts without Resorting to the Use of Force

logistics rather than the complex missions that are increasingly confronting peacekeeping. More robust mandates and unpredictable operating environments led U.S. policy makers to expand ACRI's training activities to include peace enforcement. ACOTA has trained over 17,000 African troops from ten countries.

The ACOTA program has five principal objectives:

- Train and equip African militaries to respond to peace support and complex humanitarian requirements
- Build and enhance sustainable African peace support training capacity
- Build effective command and control
- Promote commonality and interoperability
- Enhance international, regional and sub regional peace support capacity in Africa

The ACOTA Program of Instruction (POI) is a collection of training modules sanctioned by the UNDPKO. Each partner country selects a course of instruction tailored to its specific needs and capabilities. The program also provides instruction on the role of non-governmental and international organizations in peace operations. Command and staff training is done using computer simulations, and seeks to improve interoperability in multinational deployments. A module on HIV/AIDS awareness and prevention is also mandatory. ACOTA employs a train-the-trainer (TOT) methodology. Training is conducted in three phases over an 18-month period. The first phase of training is performed by U.S. trainers in the host country. The second phase is conducted jointly by U.S. trainers and previously trained forces from phase one. The third phase is led almost entirely by the recipient country trainers, with U.S. personnel serving as advisers.

The module offered to ACOTA by USIP is entitled "Workshop on Communication and Negotiation Skills for Peacekeepers." By mid-2009, USIP had delivered the course a total of four times in Rwanda, Senegal, and Uganda. Many of these troops will be deployed to peacekeeping operations in Darfur, the Democratic Republic of the Congo (DRC), Ivory Coast, Somalia, and other conflict zones in Africa.

CENTRE OF EXCELLENCE FOR STABILITY POLICE UNITS (CoESPSU)

In the 2002 Summit, G-8 countries articulated a common goal to assist African countries and regional and sub-regional organizations to build their capacities to prevent and resolve violent conflicts on the continent. The G-8 countries made a pledge to provide the technical and financial assistance to help achieve that goal. The 2004 Summit formally adopted the "G-8 Action Plan: Expanding Global Capability in Peace Support Operations." Among other things, it called for the creation of a Centre of Excellence for training international police deploying to peace support operations.

CoESPU was formed by Italy at the Carabinieri barracks in Vicenza in March 2005. Over the past decade, the Carabinieri, as a military force with general police competence, had gained significant experience in peace support operations. The Carabinieri provided doctrine, training and leadership for the Military Support Units (MSUs) deployed in Bosnia and Kosovo, where it became clear that post-conflict stabilization required special militarized police units to fill the security gap between military forces and civilian police. Since they were first utilized in 1998, MSUs have been generally acknowledged to be a key player in the stabilization process.

The G-8 Action Plan pledged to train 75,000 international peacekeepers by 2010, 7,500 of whom were to be gendarme-type peacekeepers specializing in managing the transition from armed violent conflict to a post-conflict stabilization and reconstruction context. Gendarme-type forces are prepared for rapid deployment, have self-sustained logistics, have interoperability with military components, and have the capability to establish a strong police presence in hostile neighborhoods. Stability Police Units (SPUs) are flexible and adaptable, operating in contexts in which both military and civilian tasks may be required in different combinations and at different times during the course of stabilization and reconstruction. Due to their hybrid nature, SPUs may be put under both military and civilian chains of command.

The CoESPU participants are expected to return to their countries where they will establish and train gendarme-like peacekeeping forces. As part of this project, CoESPU will also serve as a center for developing doctrine and common operational procedures for the employment of gendarme-like forces in peace support operations.

USIP Peace Briefing: United States Institute of Peace Teaches International Security Personnel to Resolve Conflicts without Resorting to the Use of Force

The module offered to CoESPU by USIP is entitled “Conflict Management and Negotiation Seminar.” The module is offered to two different groups of participants – senior officers, to whom the module is offered as a Training of Trainers (TOT), and middle level officers, to whom the module aims to transmit the knowledge and skills that they will have to put into practice in peace support operations.

The Objectives of CoESPU are to:

- Operate training programs, including 'train the trainer' courses and pre-deployment training for specific missions;
- Build on and develop further existing doctrine, specifically with regard to crowd control, combating organized crime, high risk arrests, and prison security, protection of sensitive targets, election security, VIP security and border control;
- Provide interoperability training with the relevant military forces, civilian institutions and other deployed police components involved in the peace support operation;
- Provide for a site testing system to verify the achieved capabilities of the nations of trained personnel;
- Conduct assessment of lessons learned/after-action reviews to incorporate into future training;
- Coordinate potential equipment requirements for deployments to international operations, in accordance with CoESPU training;
- Interact with international and regional organizations, academic and research institutions, and national and international military research institutions.

INTER-AMERICAN DEFENSE COLLEGE (IADC)

The Inter-American Defense College (IADC) is an international educational institution located in Washington, D.C., operating under the Organization of American States (OAS) and the Inter-American Defense Board (IADB). The IADC was formally opened in October 1962. The first class, with 29 students representing 15 countries in the Western Hemisphere, received their diplomas in 1963.

The IADC provides a professionally oriented, multidisciplinary, graduate-level course of

USIP Peace Briefing: United States Institute of Peace Teaches International Security Personnel to Resolve Conflicts without Resorting to the Use of Force

study. The year-long program provides senior military and government officials with a comprehensive understanding of governmental systems, the current international environment, the structure and functions of the Inter-American system, and the opportunity to study broad based security issues affecting the hemisphere and the world. The development of these concentrations is accomplished through the detailed study of political, economic, and military factors of power. The College takes advantage of the educational and research facilities in the Washington, D.C. area as well as external academic visits to the Americas. Faculty and students also engage in research and publishing.

Since its opening more than 2,000 students have graduated from the IADC, of which many have gone on to become ambassadors, senior military officers, or even cabinet ministers for their respective countries. Two of the IADC's graduates have been elected president of their countries -- Michelle Bachelet of Chile and Lucio Gutiérrez of Ecuador.

IADC students follow a comprehensive curriculum that includes lectures, discussions, daily briefings, travel abroad, and preparation of a final paper that requires each student to take a position on a critical issue within the Western Hemisphere. Several Washington, D.C.-based organizations, including the Organization of American States (OAS), contribute components of the program. USIP offers the module, "Dealing with Conflict and Crisis: International Conflict Management Seminar for Leaders."

THE DEFENSE INSTITUTE OF INTERNATIONAL LEGAL STUDIES (DIILS)

The Defense Institute of International Legal Studies (DIILS) is the Department of Defense's (DoD's) lead agency providing seminars and programs to military personnel and civilian government officials throughout the world on the legal aspects of the strategic, operational, and tactical decisions faced by military personnel and civilian professionals as they work to accomplish their missions.

The mission of DIIL is to provide programs on the latest legal developments related to the myriad of issues confronting commanders, civilians and military forces throughout the world in forums conducive to in-depth discussion and analysis. A key strategic goal is to establish lasting and mutually productive relationships with other countries by sharing methods of addressing legal and military challenges—from the legal aspects of combating terrorism to stabilization and reconstruction operations.

USIP Peace Briefing: United States Institute of Peace Teaches International Security Personnel to Resolve Conflicts without Resorting to the Use of Force

DIILS accomplishes its programs through three principal means: resident courses, mobile education teams (in one nation or region), and through other forms of legal assistance for specialized projects. USIP offers the module “Managing International Conflict: Skills Training for Humanitarian and Peace Operations.”

Focused on enhancing the Rule of Law, DIILS was founded with the following principles and goals:

- Internationally recognized principles of human rights and humanitarian law;
- Fostering disciplined military operations through the review, revision, and/or reorganization of legal aspects of various military systems, from legally-related regulations through legislation;
- Respect for and understanding of the principle of civilian control of the military; and
- Recognition and respect for the full spectrum of rule of law principles. DIILS works with the U.S. departments of State and Defense, the Combatant Commands, and other agencies to implement programs to countries worldwide.

USIP’s Rule of Law Program Deputy Director Collette Rausch participated in two DIILS’ Mobile Education Team training courses in Nepal for more than 250 Nepali army, police, armed police and parliamentarians. The goal of the 2007 course was to reach consensus on recommendations for legal and administrative reforms to Nepali laws regulating the security sector and to prepare a report to assist the Nepali legislature in drafting reform legislation. The goal of the 2008 training course was to educate participants about international and national laws related to the conduct of different types of peacekeeping operations. The training addressed issues related to command and control, discipline, rules of engagement, use of force, standards of conduct, intelligence gathering, operating as part of a coalition, the roles of civilian police in peacekeeping operations, media relations, and NGO relations. Nepal is a major contributor of troops to U.N. peace support operations.

USIP CONTINUES TO CONTRIBUTE

USIP Peace Briefing: United States Institute of Peace Teaches International Security Personnel to Resolve Conflicts without Resorting to the Use of Force

USIP's contributions to these programs typically involve three to four full-day training sessions involving a combination of presentations, small and large group discussions, one-on-one or small group role plays or other exercises, and a complex capstone simulation involving both small and large group activities. At the close of each program, a process evaluation is conducted employing a questionnaire with closed- and open-ended questions to gauge the opinions of the training participants about each of the training topics, presentations, and activities.

The results are invariably extremely positive, which indicates that participants found the conflict resolution component relevant and useful to their likely professional challenges. Indeed, a frequent comment on the questionnaires is that the conflict resolution component has given them insights that are helpful to understanding both their personal and professional lives and that they believe will be valuable in the future, at home, at the office, and during peace support operations.

The demand for USIP training for military and police continues to grow, as more and more countries, especially African countries, are contributing to international peace support operations. The U.N. continues to improve its ability to organize, deploy and manage peacekeeping missions since the release and partial implementation of the Brahimi report of August 2000. Yet the United Nations must get the troops and police that it needs for peace operations from its member states, and a shortage of capable and available peacekeepers continues to plague U.N. peace operations. Conflict resolution and peacebuilding skills are increasingly important as coordination between the security, diplomatic, and development components of interventions becomes institutionalized, and as the roles and responsibilities of security forces in stabilization and reconstruction initiatives continue to expand.

Finally, security personnel in many countries in Africa, Asia and Latin America receive significantly less training over their lifetimes that troops in the United States and other wealthy countries. The training in human rights law, in humanitarian law, and in non-violent conflict resolution, may make a lasting contribution to the professionalism and effectiveness of security personnel in Africa, Asia, and Latin America. This, in turn, may contribute to providing sustainable security to their own countries for their fellow citizens.

ABOUT THE AUTHOR

This *USIPeace Briefing* was written by Mary Hope Schwoebel, a program officer in USIP's Education and Training Center/International. The views expressed here are not necessarily those of the Institute, which does not advocate specific policies.

ABOUT EDUCATION AND TRAINING CENTER/INTERNATIONAL

The Education and Training Center/International helps practitioners, including local citizens in conflict zones and international third parties, to develop and improve the skills to manage conflict in all its phases. It also promotes peace by working with educational systems in fragile states and societies emerging from conflict. The Center employs an integrated approach utilizing onsite training, practical exercises, and simulations, as well as a growing catalogue of online courses - some of which have been or soon will be translated into Arabic and other languages.

ABOUT THE UNITED STATES INSTITUTE OF PEACE

The United States Institute of Peace is an independent, nonpartisan, national institution established and funded by Congress. Our mission is to help prevent, manage, and resolve international conflicts by empowering others with knowledge, skills, and resources, as well as by our direct involvement in peacebuilding efforts around the world.

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