

Meeting the Challenges of Peace Operations: Cooperation and Coordination

Challenges Project
Phase II Concluding Report 2003–2006

Meeting the Challenges of Peace Operations: Cooperation and Coordination

Contents

- Foreword 7
- Acknowledgements 9
- Executive Summary and Conclusions 11
- Introduction 29
 - Background* 29
 - Promoting a Culture of Cooperation and Coordination* 30
 - Current Challenges and their Implications for Peace Operations* 30
- Chapter 1: The Dynamic Nature of Peace Operations and the Challenges of Change: Cooperation and Coordination in a Turbulent Security Environment. 33
 - Introduction 33
 - Challenges of the Changing Security Environment 37
 - Weak or Failed States and Implications for Peace Operations* 38
 - Terrorism and Implications for Peace Operations* 38
 - Challenges of Cooperation and Coordination in the Implementation of Peace Operations 40
 - Definitions* 40
 - Generic Obstacles* 41
 - Strategic and Operational Challenges* 42
 - Addressing the Challenges of Change 46
 - Improving Cooperation and Coordination* 46
 - Regional Dimensions and Enhancing Capacity* 49
 - Implementing Rule of Law* 50
 - Education and Training* 51
 - Conclusion* 52

Chapter 2: Cooperation and Coordination – The Regional Dimensions of Peace Operations	55
Introduction	55
Recent Developments in the Regional Dimensions	57
<i>Africa</i>	59
<i>Europe</i>	65
<i>Asia and the Americas</i>	69
Cooperation and Coordination between the UN and Regional Organizations	72
<i>Consensus and Complementarity</i>	72
<i>Memoranda of Understanding</i>	73
<i>Early Warning, Liaison and Information Sharing</i>	73
<i>Conflict Prevention and Peacebuilding</i>	75
<i>Procedures and Guidelines for Mission Handoff/Sequencing</i>	76
Capacity-Building in Regional Organizations	76
<i>Headquarters and Planning Structures</i>	77
<i>Guidelines, Doctrines, and Strategies</i>	78
<i>Initiating Operations</i>	79
<i>Sustaining Operations</i>	80
<i>Financing Operations and Financial Assistance</i>	81
Observations, Conclusions and Summary of Recommendations	83
 Chapter 3: Cooperation and Coordination – Rule of Law	 87
Introduction	87
Recent Developments in Rule of Law and Peace Operations	89
<i>Responsibility to Protect</i>	89
<i>Legal Frameworks</i>	89
<i>Institutional Developments</i>	90
<i>Developments in the Field</i>	91
Key Factors of Rule of Law	92
<i>Type of Mandate – Executive or in Support</i>	92
<i>Cooperation and Coordination between Organizations</i>	93
Managing Rule of Law Issues in Peace Operations	94
<i>The Interim International Response Capability</i>	95
Challenges in the Public Security Dimensions: Police, Judicial, and Correctional	95
<i>Local Capacity-Building for the Rule of Law</i>	98
Transitional Justice	98
A Holistic Approach	99
Instituting Performance Safeguards	101
<i>Coordination of the Rule of Law Response</i>	102
Possible Roles of the Peacebuilding Commission and Peace Support Office	103
Regional Response – Regional Centres of Excellence	105

Accountability within Peace Operations	106
<i>Accountability Stakeholders</i>	107
<i>Mechanisms to Ensure Accountability</i>	109
Observations, Conclusions and Summary of Recommendations	111
Chapter 4: Cooperation and Coordination – Education and Training	115
Introduction	115
Recent Developments in Education and Training	116
<i>Policy</i>	116
<i>Standards and Guidelines</i>	117
<i>Institutional Developments</i>	118
Current Priority Areas for Training	119
<i>Rule of Law</i>	119
<i>Security Sector Reform</i>	120
<i>Disarmament, Demobilization and Reintegration</i>	121
<i>Professionalism, Discipline and Conduct</i>	122
<i>Cooperation and Coordination</i>	123
Methodology	124
<i>Multi-Disciplinary and Multinational Education and Training</i>	124
<i>Use of Technology</i>	126
<i>Assessment and Evaluation</i>	127
Promoting Civilian Training and Public Understanding	128
<i>Training Civilian Mission Staff</i>	129
<i>Training Senior Management</i>	130
<i>Promoting Public Understanding</i>	131
International Capacity-Building and Enhancement	131
<i>Peace Operations Data</i>	133
<i>Training Implications of Third Party Enabling Capabilities</i>	133
<i>Training and Sustainable Peacebuilding</i>	134
Observations, Conclusions and Summary of Recommendations	134
Annex 1: Challenges of Implementation Working Paper	139
Annex 2: Challenges Phase II Seminars’ Chairmen, Speakers, and Rapporteurs.	147
Annex 3: Challenges Phase II Seminars’ Presentations relevant for Chapters 1-4.	155
Annex 4: Acronyms	164
Annex 5: Project Partner Organizations	168
Annex 6: Project Sponsors	169