

## Concept Note

### Leading Innovation in Peace Operations: Strengthening Tomorrows' Performance

The European Association of Peace Operations Training Centres (EAPTC) will hold its 6<sup>th</sup> Annual Seminar at the Maison de la Paix in Geneva 22-24 May 2018. Co-hosted by the Geneva Centre for Security Policy (GCSP), the Centre for the Democratic Control of the Armed Forces (DCAF), the Geneva International Centre for Humanitarian Demining (GICHD), and the Small Arms Survey, the 2018 EAPTC edition will focus on *Leading Innovation in Peace Operations: Strengthening Tomorrows' Performance*.

At a time of increasing international political tension and divisiveness, many parts of the world are challenged by conflicts increasingly fuelled by organized crime, illicit networks, terrorism, natural resource diversion, environmental degradation, and corruption. Multidimensional peace operations, whether United Nations or regional, are today expected to confront a broad range of interrelated and mutually reinforcing challenges to peace, security, and development. Contemporary missions are mandated to address situations of utmost complexity, often in high-risk environments where there is very little if any peace to keep.

While concerted efforts have been made to adapt peace operations approaches and strategies to accommodate the changing security landscape, adaption is not keeping pace. As a result, mandates have become lengthier and more detailed, and in the process less manageable and more difficult to achieve. The prominence of new bilateral and regional actors has provided opportunities, but also a new dimension of complexity. The need to collaborate and coordinate has become ever more critical.

In these challenging times, what are the implications for tomorrows' preparation and training for peace operations? What are the emerging needs and requirements? What are the concepts, methodologies, and capacities? How can we strengthen peace operations and the women and men in the field doing their utmost for the people they have been sent to protect, support, and empower?

The EAPTC brings together a broad range of expertise and outlooks, including national, regional, and international practitioners, academics, and other key stakeholders from Europe and beyond to address these challenges. This year's EAPTC seminar will focus on selected areas in which *innovation* is currently playing a central part and holds promise for increased effectiveness and better outcomes of international interventions. Seeking to make optimal use of all women and men resources and to capatilise on new thinking across industries, the seminar will be dedicated to exploring forward looking solutions fitting for meeting the challenges of tomorrow.

As recognized in the report of the High-Level Independent Panel on Peace Operations (HIPPO), leadership is "one of the most crucial factors in the success or failure of UN peace operations."

Further, the recent report on *Improving Security of United Nations Peacekeepers* (the so called Cruz Report) identified a deficit in leadership as one of the primary components preventing adaptation within the United Nations System. This assessment was generally shared by the UN Office of Internal Oversight Services which has found that despite positive and concerted attempts at capacity building, current leadership continues to feel underprepared in the field. Thus strengthening leadership for peace operations is critical and will be addressed. The seminar will also explore the gaps and requirements for senior leadership preparation and training in terms of concepts, methodologies, and pedagogy.

Leadership is the lever that results in the commitment of individuals, teams, and organizations to align resources, energy, and actions toward shared, meaningful outcomes. The seminar will explore emerging methodologies on leveraging polarity thinking for leading future peace operations. What other types of methodologies for adult learning are most applicable for training of future leaders? How can new scenario-based leadership training strengthen mission leadership and what should it look like and contain? What methodologies are most appropriate to ensure gender sensitive training goals are effectively met? Case studies will inform three working groups with the objective to contribute to the development of new scenario based training for mission leaders: 1) Protection of Civilians; 2) Managing Relations with Parallel Forces; and 3) Safety and Security Crises.

- 1) Protection of Civilians (POC): How are POC crises best dealt with, including where government forces are threatening civilians and where intercommunity violence is occurring? How are issues of 1) internal coordination within the mission, between mission headquarters and sub-offices, and 2) division of labour between civilian, military, and police to address POC crises, best led and managed? How are POC threats most effectively prioritized?
- 2) Managing Relations with Parallel Forces: How are relations with parallel forces best managed in mission areas? When parallel forces with different mandates - which could include offensive or counterterrorism roles - operate alongside a United Nations mission, how and how much do the missions need to be coordinated? How are POC mandates and offensive operations in the same theatres reconcilable? What if the UN mission is asked to support these operations? What risk management is needed? What are the legal issues that arise?
- 3) Safety and Security Crises: How are safety and security crises best managed and led in missions? When a complex attack against a sub-office take place, with casualties reported, what are the issues, dilemmas, and considerations to be acted upon and how? How can lessons be learned and more effective strategies implemented to lead in crisis? The 2018 report on *Improving Security of United Nations Peacekeepers* provides new thinking about what training is required to meet the demand for more effective responses by peace missions.

Security Sector Reform: Responsive Governance in Building Sustainable Results: What challenges need to be addressed and what innovative solutions can be found to strengthen the effectiveness and impact of security and justice sector reform? What implications and opportunities lie in the new European Union SSR policy and training strategy? How can a holistic yet operationally relevant strategic approach to the practical application of an integrated SSR policy, operational practice, and education best be developed and implemented? What is the experience and lessons learned from a UN perspective? What are the common denominators and how can the respective experiences enrich the development of complementary approaches?

Managing Information in Challenging Environments: How can the promises, concepts, and tools of new technology be best put to use for enabling and empowering peace operation mandates and missions? What are the requirements in the field? What challenges need to be overcome and what are some of the latest innovations that can or are already making a concrete difference on the ground? How can peace operations and peacebuilding draw on the experiences of the humanitarian and development fields by taking full advantage of, for example, geo-enabled technologies?

Addressing the Risks of Small Arms and Ammunition Loss: What are the risks of small arms and ammunition loss in peace operations environments and what can be done to minimise its occurrence? What are the risk factors and behaviours? What are the entry points for better practice? In what way do or can the use of force, the selection criteria for troop- and police-contributing countries (TCCs/PCCs), mission equipment needs, and pre-deployment training play? Ultimately, what type of training is required for TCCs/PCCs as well as mission personnel?

In conclusion, the aim of the 6<sup>th</sup> Annual Seminar of the EAPTC is to share perspectives, encourage dialogue and debate, and to facilitate a collective discussion on what in training terms can be done practically to make the most of innovation and leadership development to improve the performance and professionalism of United Nations and regional peace operations.