

# The Center for Civil-Military Relations & The United States Institute of Peace

*are pleased to present:*

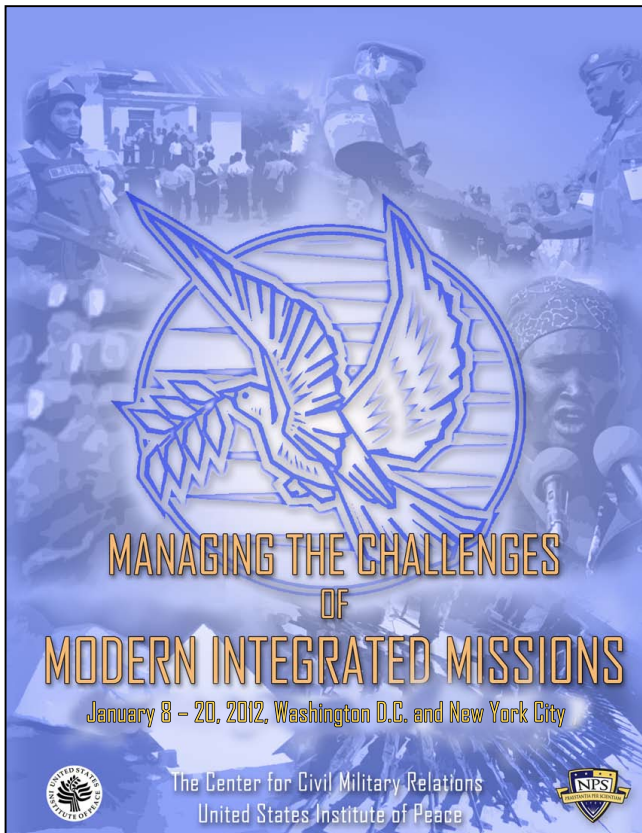
## Managing the Challenges of Modern Integrated Missions

**A Short Course for Practitioners**

**January 8 – 20, 2012**

**Washington, D.C. and New York City**

Managing the transition from armed conflict to sustained peace is a complex and challenging undertaking. And yet, with 15 UN peacekeeping operations, three integrated UN peacebuilding missions, NATO operations in Afghanistan and Libya, US-led coalition efforts in Iraq, AU deployments in Darfur and Somalia and other interventions currently taking place around the world, the international community is participating in peace operations more than ever before. In



response to this trend, the UN General Assembly established the Peacebuilding Commission in 2005, and donor governments and international organizations are taking an integrated approach to global security and development challenges. However, while the “whole of government” approach works well as a concept, at the practical level it can be very difficult to implement.

Transitions between the negotiation of a peace agreement, the deployment of peacekeeping forces and the emergence of democratic governments take years to develop, and pass through many phases of implementation. Operationally, they require input from multiple agencies, acting under different mandates and inspired by diverse motivations. Coordination among the international community is challenging, and over-coming the political differences between host-nation actors is difficult. Failure to overcome these challenges risks a return to violence. Further, on the ground, the different phases of peacemaking, peacekeeping, peace enforcement and peacebuilding frequently over-lap, blend together and are inter-dependent. Transitions between organizations and individuals further complicate the process, adding yet another challenge to the successful management of violent conflict.

Successful transitions do occur however, and steps taken in one phase of operations can support success in subsequent efforts. Recognizing all of the above—but especially that international actors will be increasingly involved in promoting peace and security—this course will equip participants with the skills needed to manage complex, inter-dependent transitions and successfully navigate the long journey to a sustained peace.

## **Learning Objectives:**

### Week one

- Identify the roles and activities of the diverse actors involved in peace operations.
- Identify the challenges facing a modern, integrated mission.
- Develop strategies to cope with these challenges, and ways to implement programs that will support the transition from conflict to sustainable peace.
- Focus on the inter-dependent, fluid and complex nature between different types of peace operations, identifying lessons learned, best practices, and specific steps that can be taken in one phase to aid success in subsequent phases.

### Week two:

- Focus on issues of local ownership, capacity building and mentorship programs that will support good governance by local leaders.
- Foster respect for and understanding of the principle of civilian control of the armed forces as a means of promoting good governance and a respect for human rights.
- Expand professional networks among the communities involved in the full spectrum of peace operations and activities.

**Who Will Attend:** Approximately 30 mid to senior level international military, police and civilian officials working in support of peace operations will be selected to attend this course. Representatives from inter-governmental and non-governmental organizations are encouraged to apply.

**Methodology:** The course will consist of expert presentations, plenary discussions and group exercises to meet the learning objectives. Site visits (e.g., US Congress, USAID, UN Headquarters, etc.) will increase understanding of the diverse organizations involved in peace operations, and a reception and group meals will support professional networking and in-depth dialogue.

**Faculty:** Mr. Nicholas Tomb and Mr. Stein Ellingsen will serve as the Course Directors, designers and lead facilitators. They will be joined by subject matter experts from the field.

**Specific Dates:** Course begins with registration at 5 pm Sunday, January 8 and concludes at 5 pm Friday, January 20, 2012.

**Language:** The course will be taught in English and requires an ESL score of 80.

**Facilities and Accommodations:** To be announced

**Cost:** \$5,494 per student. Travel and per diem expenses not included.

**Funding:** This course can be funding using the following sources: IMET, E-IMET, FMS, GPOI

**MASL Number:** P170016

**CSRS Contact:** Nick Tomb, [ntomb@nps.edu](mailto:ntomb@nps.edu), (831) 656-1829.

**Registration:** This course will use the standard international security assistance program registration process. Any questions should be directed to Nick Tomb, or the NETSAFA Country Program Manager.