



SEMINAR REPORT

Initiatives and Challenges to Integrated Training for MINUSTAH Regional Contributors

Santiago, Chile
May 13 to 14, 2009

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How to Read this Report

The main purpose of this report is to provide a record for participants, as well as other individuals, groups, and organisations working toward similar goals. This report also provides a consolidated account of the conclusions and recommendations from the small group discussions, for those who will take the process forward. The report is divided into four parts, with Part I being the Introduction.

Part II of the report presents an overview of the format of the seminar and of the topics discussed.

Part III of the report highlights a number of key observations from the seminar and gives a brief conclusion.

Part IV of the report presents a series of supporting documents and additional resources for future reference and for use by participants and the wider community. These include: 1) the seminar programme; 2) the list of participants; 3) an overview of the presentations in plenary; 4) a consolidated list of the conclusions from Day 1; and 5) a consolidated list of the conclusions from Day 2.

Given the changing nature of the roles and responsibilities of peacekeepers on the ground, it is important to understand the contribution of civilian, military and police in modern-day peace operations.

*Suzanne Monaghan, President of the PPC
13-14 May 2009*

This important seminar provides a unique opportunity for the different regional peacekeeping centres to discuss and improve the cooperation as part of the Latin American Association of Peacekeeping Centres, known as ALCOPAZ.

*Colonel Valentín Segura, Director of CECOPAC
13-14 May 2009*

Part I: Introduction

On 13-14 of May 2009, the Pearson Peacekeeping Centre (PPC) in Ottawa, Canada and the Centro Conjunto Para Operaciones de Paz de Chile (CECOPAC) in Santiago, Chile co-hosted a seminar entitled *Initiatives and Challenges to Integrated Training for MINUSTAH Regional Contributors*. The seminar brought together representatives from Canada, the United States, Latin American training centres, the United Nations Department of Peacekeeping Operations, the UN mission in Haiti, civil society, as well as officials of the Government of Haiti. The seminar was held at CECOPAC.

Background

The Seminar built on the findings and recommendations of a previous seminar held in Brasilia in April 2007, entitled, *MINUSTAH: Supporting its Institutional Memory*. Through this previous seminar, the PPC helped facilitate an increased understanding of the complexity of the situation in MINUSTAH, established the need for increased communication from the mission to Troop and Police Contributing Countries in terms of training requirements and measures of effectiveness, and identified the need to strengthen peacekeeping training capacity. The 2007 seminar also underlined the need for increased awareness for integrated education and training among personnel who will be deployed to an integrated mission, particularly MINUSTAH. The need to understand the complexity of an integrated mission, especially the role of the various actors—military, police and civilian—was a recurring theme in the dialogue.

The Seminar was also conducted as part of a larger political context, addressing the current challenges that the Government of Haiti and the International community face in that country, and in response to a continued agreement at all institutional levels that cooperation among regional actors and increased understanding of training needs are necessary and required.

Since 1995, the Conference of Defence Ministers of the Americas (CDMA) have repeatedly called for greater cooperation in peacekeeping training and in the exchange of information. The most recent expression of this occurred in Banff, Alberta, Canada in 2008, where the issue of peacekeeping was one of three themes for discussion and an integral part of the Declaration of Banff. Foreign ministers from the hemisphere have also called on the need for increased cooperation in peacekeeping at the Conference on Inter-American Security in Mexico in 2003, and in 2005 Army Commanders called for further cooperation in Haiti at the Conference of American Armies.

Finally, during President Bachelet's visit to Canada in the summer of 2008, she and Prime Minister Harper made promising commitments about cooperation, which gave this initiative the momentum and support required to move forward.

Aim and Objectives

The aim of the seminar was to discuss the initiatives and challenges that exist within MINUSTAH in order to identify the training opportunities to improve the level of integration and the effectiveness of the mission.

This aim was conditioned by the increasing complexity of the United Nations mission and presence in Haiti, as seen in the changing nature of the roles and responsibilities of peacekeepers on the ground, and in the requirement for greater integration of efforts by all actors to ensure fulfilment of the mandate, including military, police and civilians.

It was hoped that the seminar would enhance the ability of MINUSTAH troop and police contributing countries to respond to increasingly complex situations through effective integration among different mission components. This aim was further shaped by the general recognition and acceptance by Latin American troop and police contributors that Haiti is *their mission*, and an integral part of Latin America's regional sphere. In addition, the aim was also shaped by the recognition of the need to strengthen regional linkages, by building on existing networks and by offering momentum to newer mechanisms such as the Association of Latin American Peacekeeping Training Centres ("Asociación Latinoamericana de Centros de Entrenamiento para Operaciones de Paz" in Spanish or ALCOPAZ).

Given the complexity of the UN mission and the leadership of Latin American countries in Haiti, it was thought to be important for nations contributing to MINUSTAH, especially military and police contributors, to benefit from the available body of knowledge on integrated training and preparation for participation in an integrated mission environment. Moreover, in light of the Government of Haiti's role in spearheading development in Haiti and in ensuring that MINUSTAH can effectively undertake its mandate, the opportunity for an exchange of information between Government of Haiti officials and troop and police contributing countries was thought to be essential.

Seminar Objectives

- Reinforce the importance of Haiti and of MINUSTAH as regional priorities, and the significant role of regional players as agents of change.
- Provide a networking opportunity for regional police and troop contributing countries involved in MINUSTAH to discuss training challenges and initiatives regarding common practices for integrated missions.
- Define the relationship between military and police within the context of MINUSTAH, and the linkages between military and police actors.
- Examine the linkages between police training and larger justice matters within the context of Haiti.

Methodology

The Seminar followed a sequence of plenary and small group discussions, each of which generated outputs useful in subsequent discussion sessions. Each morning began in plenary with a series of guest speakers. In the afternoon, participants were divided into small groups to discuss specific questions related to the morning session with the help and guidance of facilitators.

Small groups were divided to ensure adequate cross-section of backgrounds, sectors, levels of experience, and language. Small group discussions were subject to the Chatham House Rule. Any conclusions and/or recommendations from the group discussions are the results of a group consensus. The complete Seminar Programme is included in Annex 1.

The Seminar brought together more than 40 participants from the hemisphere including Directors and/or Sub-Directors from the different peacekeeping training centres in Latin America as well as representatives from the different Estado Mayor or National Defence Staff, United Nations Headquarters, the UN mission in Haiti, the Government of Haiti, civil society, as well as the Dominican Republic, Mexico, the United States and Canada. A complete list of participants is included in Annex 2.

Part II: Seminar Overview

Day 1 - Current Situation and Strategic Challenges

Day 1 set the stage for the seminar by articulating an overview of the complex environment encountered in Haiti, providing both participants and facilitators with a contextual framework for addressing the seminar content. Five speakers (UN Department of Peacekeeping Operations, the Government of Haiti, the military and police from MINUSTAH, and the International Crisis Group) presented their perspective on the situation in Haiti and the challenges of achieving peace and security.

In the afternoon, participants were divided in small groups, and guided through a series of discussion questions focused on the challenges—both strategic and operational—facing Haiti and MINUSTAH more specifically. The groups reflected on the presentations from the morning and exchanged opinions on the current situation in Haiti. The groups not only identified the major challenges facing the international community, the Government of Haiti and the UN mission, but also put forward a number of conclusions and suggestions for initiatives that could help resolve some of the problems encountered in Haiti.

At the end of the day, participants reported back to plenary. Each group shared their findings with the rest of the participants. These findings set the stage for Day 2 and are listed in Annex 4.

Day 2 - Current Training Context and Initiatives

Day 2 focused on training for MINUSTAH and used discussions and findings from Day 1 as a starting point for deliberations. The day began in plenary with a series of presentations by the UN Integrated Training Service and the non-governmental organisation Viva Rio, and a roundtable discussion with representatives from training centres in Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, Guatemala, Paraguay, Peru, and Uruguay. These presentations provided an overview of the current training being done to prepare troop and military personnel deploying to Haiti and helped identify possible gaps that need to be addressed. Representatives from Canada, the Dominican Republic, and the USA were also given the opportunity to describe their programs and talk about their experiences in training.

In the afternoon, participants returned to their small groups to discuss specific training needs for MINUSTAH, based on their own experiences, but also building on the morning presentations. Participants were asked to identify means of mitigating the challenges identified in Day 1, as well as finding collaborative training opportunities.

As on Day 1, participants reported back to plenary and shared their findings and recommendations with the rest of the participants. These are identified in Annex 5.

Part III: Key Observations and Conclusion

Key Observations

Day 1 discussions on the current situation in Haiti focused mostly on issues that have an impact on the training requirements for MINUSTAH and for police and troop contributors to the Mission. Participants acknowledged the continued fragility of Haiti and stressed the relevance of MINUSTAH and the need for long-term involvement to provide the necessary secure and stable environment for future progress. This long-term involvement is also at the heart of concerns expressed about the mandate and the composition of MINUSTAH, especially as it relates to any potential transformation or reconfiguration of the mission in the future. Similarly, participants noted the need to define, and in some cases, clarify the relationship(s) between the Government of Haiti and the wider International Community. There were several calls for “indicators of success” in order to evaluate the effectiveness of both MINUSTAH activities and of international aid projects. Finally, the link between MINUSTAH and the Government of Haiti and its citizens was considered, particularly in terms of the efficacy of the mission.

Day 2 discussions focused on the specific training needs with respect to MINUSTAH. A number of suggestions for revising or refining the mandate of MINUSTAH were offered by guest speakers and participants. For example, one suggestion is to review MINUSTAH’s mandate to allow for greater responsiveness in dealing with natural disasters, recognizing the consequences of the 2008 hurricane season on Haiti. Another suggestion is to examine what MINUSTAH is currently doing and identify the shortfalls or gaps, to ensure adequate responses are offered. Participants also agreed that training should address the specific challenges and requirements of the mission and should more effectively reflect the reality of an integrated mission. There was an awareness that national contingents have to be better prepared to interact with the Haitian population, requiring them to acquire the appropriate language skills as well as a more complete understanding of Haitian culture and society. The need to better understand the various parts of the UN Mission and what they are doing was also raised.

Two themes emerged from the afternoon discussions. Communications emerged as the first theme and manifested itself on several levels including communication among the different components of the Mission, between contingents and the UN, among contingents on the ground, with local actors, between contingents and national training centres and finally among the training centres of ALCOPAZ. While communication can take many forms, participants agreed to the need to share experiences and lessons learned.

The second theme that emerged focused on collaboration. Participants recognized the need for military and police components of the mission to work better together as well as in partnership with civilian parts of the mission. This point not only highlighted the reality that peace operations are increasingly complex and multi-dimensional, but also stressed the importance to adopt an integrated approach to doctrine development, operations planning, intelligence gathering and analysis, training and mission execution.

Within this context, the need for greater communication and collaboration between the training centres, MINUSTAH and the Integrated Training Services (ITS) in the Department of Peacekeeping Operations was perceived as extremely important by many participants and several recommendations were put forward on how to enhance these linkages, including the establishment of communication channels or discussion spaces between the various actors.

Participants also underlined the need for more mission-oriented training for national contingents, to which several participants identified a clear role for ALCOPAZ.

Conclusion

This seminar provided a great opportunity for the different centres from the region to meet in person and to share information at a senior level. As ALCOPAZ develops the necessary networks to discuss issues and work collaboratively, measures to enhance regional cooperation or to work towards developing a regional approach to training for MINUSTAH were welcomed and perceived as important. Many participants also saw the value of sharing experiences and training with others within ALCOPAZ.

In conclusion, the seminar achieved its aim of discussing the initiatives and challenges that exist within MINUSTAH in order to identify the training opportunities to improve the level of integration and effectiveness of the mission.

Part IV: Annexes

Annex 1: Seminar Programme

Day 1 – Wednesday, 13 May 2009

- 8:30 Opening ceremony with confirmation of the participant countries and organisations
Chilean and Canadian national anthems.
Welcome address from Mr. Gonzalo García, Chilean Undersecretary of State for the Navy, Colonel Valentín Segura, Director of CECOPAC, and Suzanne Monaghan, President of the PPC
- 9:05 Session 1: The reality of Haiti
Mr. Bautista Logioco, MINUSTHA Desk Officer, Office of Operations, DPKO
Mr. Guy-Michel Vincent, Prime Ministers Office, Government of Haiti
- 10:35 Coffee
- 11:00 Session 2: Another perspective on Haiti
Brigadier-General R. Toro T., Deputy Commander MINUSTAH
Jaime Vigil, Senior Programme Officer, MINUSTAH UN Police
Bernice Robertson, Haiti Senior Analyst, International Crisis Group
- 12:50 Official Photo
- 13:00 Lunch
- 14:00 Introduction to small group discussions
- 14:15 Small group discussions
- 15:45 Coffee
- 16:00 Continuation of group discussions
- 17:00 Groups report back to plenary
- 18:45 Plenary recap
Closure of Day 1

Day 2 – Thursday, 14 May 2009

- 8:00 Follow-up questions from Day 1, Session 1 and 2
- 8:45 Session 3: The Challenges of Integrated Training
Mr. Rafael Barbieri, UN Integrated Training Services, DPKO
Ms. Eduarda Hamann, Viva Rio
- 9:55 Questions
- 10:30 Coffee
- 11:00 Roundtable Discussion with representatives from: Argentina, Bolivia, Brazil, Canada, Chile, Colombia, Dominican Republic, Ecuador, Guatemala, Paraguay, Peru, Uruguay, and USA.
- 13:00 Lunch
- 13:30 Introduction to small group discussions
- 13:45 Small group discussions
- 15:45 Coffee
- 16:00 Groups report back to plenary
Discussion of the “road ahead”
- 17:30 Closing Ceremony
Closing address from the President of the PPC, the Director of CECOPAC, and the Chilean Undersecretary of State for the Navy.
- 18:00 Coffee
- 20:00 Closing dinner at the Hotel Director and presentation of diplomas.

Annex 2: List of Participants

Australia

James Watson, International Deployment Group, Australian Federal Police

Argentina

Comandante Luis Arturo Gomez, Comandante Principal de Gendarmeria

Mercedes Aguerre, representante de ALCOPAZ, Ministerio de Defensa

Col. Raul Dionisio Bertoia, Director, CAECOPAZ

Ana Laura Borro, representante de ALCOPAZ, Ministerio de Defensa

José Miguel Capdevila, Chilean Embassy

Dr. Tomás Várnagy, University of Buenos Aires (*facilitator*)

Bolivia

Col. Omar Romeo Angulo Rojas, Bolivian Armed Forces

Col. Eradio Ardaya Rubio, Bolivian Armed Forces

Brazil

Lt. Col. Mario Gustavo Freire Da Silva Caldas

Lt. Col. Fernando Cesar Hernandez

Dr. Antonio Jorge Ramalho, Ministry of Defence (*facilitator*)

Dr. Eduarda Hamann, Viva Rio

Canada

Suzanne Monaghan, President, PPC

Col. (Ret'd) Michael Snell, Project Director, PPC

Kristine St-Pierre, Research Analyst, PPC

Lt. Col. Perry Poirier, Commandant of Peace Support Training Centre

Superintendent Doug Coates, Royal Canadian Mounted Police

Dr. Hal Klepak (*facilitator*)

Chile

Col. Valentín Segura, Director, CECOPAC

Lt. Col. Jacobo Ventura, Sub-Director, CECOPAC

Dr. Miguel Navarro, ANEPE (*facilitator*)

Colombia

Major-General Jorge Octavio Ardila Silva, Colombian Armed Forces

Lt. Col. Camilo Torres Prieto, Colombian National Police

Dominican Republic

Major-General Santo Domingo Guerrero Clase, Comandante of CESFRONT

Ecuador

Lt. Col. Alex Fernando Loaysa Aguilar, Ecuadorian Armed Forces

Lt. Col. Byron Marcelo Martínez Montoya, Ecuadorian Armed Forces

El Salvador

Major Mario Alberto Turcios Portillo, Conferencia de las Fuerzas Armadas Centroamericanas

Guatemala

Col. Jorge Alberto Ortega Gaytan, Ministerio de la Defensa Nacional

Haiti

Jean Miguelite Maximé, Director of National Police Academy

Guy-Michel Vincent, Counselor to the Prime Minister

International Crisis Group

Bernice Robertson, Haiti Senior Analyst, ICG

Mexico

Col. Rubén Darío Díaz Esparza, Estado Mayor de la Defensa Nacional

Paraguay

Col. Nicasio Ríos Martínez, Commandant of CECOPAZ

Col. Pedro Francisco Olmedo, General Director of Peace Operations, Estado Mayor

Peru

Navy Captain José Delgado Zegarra Ballón, Peruvian Armed Forces

Col. Oscar Enrique Ysla Ramírez, Director of CECOPAZ

RESDAL

Marcela Rosana Donadio, Executive Director, RESDAL

United Nations (Headquarters)

Bautista Logiogo, United Nations Department of Peacekeeping Operations

Rafael Barbieri, United Nations Integrated Training Services

United Nations Stabilization Mission in Haiti

Major-General Ricardo Toro, Deputy Force Commander

Jaime Vigil, Senior Program Officer

United States

LTC Steven Dimitri Beltson, US Military Observer Group, Washington DC

Megan McBride, International Narcotics and Rule of Law Division, U.S. Department of State

Uruguay

Col. Antonio Romanelli Rodríguez, Comando de Operaciones de Paz del Ejército

Annex 3: Overview of Plenary Presentations

Mr. Bautista Logioco, DPKO

Mr. Logioco provided an overview of the evolution of United Nations peacekeeping operations and discussed the current challenges facing integrated missions, including working with increasingly complex mandates and the need to establish a close working relationship between the UN mission and UN country team on the ground (and UN agencies). More specific to Haiti, Mr. Logioco presented important achievements made by the UN mission since 2004 and underlined the need to take advantage of the momentum created by the April 2009 donors' conference and the renewed partnership between the Government of Haiti and the international community.

Mr. Guy-Michel Vincent, Government of Haiti

Mr. Vincent described the reality of Haiti as both “complex and complicated” where ongoing efforts toward democracy continued to be undermined by drugs, corruption, and violence. Mr. Vincent discussed Haiti's economic and the political reality, and reiterated the call made by Prime Minister Pierre Michelle for a new partnership between Haiti and international donors. Mr. Vincent also talked about the need to ensure integration within the MINUSTAH mission itself and to build a stronger partnership between the mission and Haiti.

Major-General R. Toro T., Deputy Commander MINUSTAH

Major-General Toro provided an overview of the mission's responsibility in supporting the Government of Haiti in its activities. Major-General Toro explained that since 2005, the nature of activities conducted by the mission had changed, requiring greater focus on support in disasters management, provision of humanitarian aid, and crowd control. This current situation calls upon a reconfiguration of the function of the armed forces to focus on aspects of security.

Jaime Vigil, MINUSTAH Police

Mr. Vigil provided an overview of the police reform since the creation of the Haitian National Police (PHN) in 1994. Despite constant efforts over the years, however, real and visible progress was not seen until 2004 with the introduction of the PNH 5-year plan. The plan contains three strategic objectives: 1) the professionalization of human resources; 2) the strengthening of operational capacities; and 3) the strengthening of institutional development.

Bernice Robertson, International Crisis Group

Ms. Robertson presented on the conclusions of the two recent ICG reports: “Haiti 2009: Stability at Risk,” published on 3 March 2009 and “Haiti: Saving the Environment, Preventing Instability and Conflict,” published on 28 April 2009.

Mr. Rafael Barbieri, UN Integrated Training Services

Mr. Barbieri provided an overview of the responsibility, work and mission of the UN Integrated Training Service. As explained by Mr. Barbieri, ITS is responsible for strategic level direction of peacekeeping training. The mission of ITS is to support DPKO, DFS, UN peacekeeping

operations and Member States in the training of civilian, military and police personnel. Mr. Barbieri also discussed the *UN Peacekeeping Training Strategy*, which sets the strategic direction of peacekeeping training for the period 2008-2011. As outlined in the strategy, ITS: 1) develops training standards, policies, guidance and best practice for specialist trainers in DPKO, DFS, Integrated Mission Training Centres in peacekeeping operations and Member States; 2) develops and delivers training for priority needs that cut across major areas of peacekeeping; and 3) oversees peacekeeping training activities and the DPKO/DFS training budget to ensure that standards and priorities are being met.

Ms. Eduarda Hamann, Viva Rio

Ms. Hamann shared Viva Rio's experience in Haiti, in particular in the community of Bel Air, and discussed her organisation's perspective on training challenges for MINUSTAH. Ms. Hamann also presented a section of a video called "Ponto Forte" ("Strong Point", in English), produced in Haiti (with 5 different contingents of MINUSTAH), in a joint civil-military effort between Viva Rio and the Brazilian Peacekeeping Training Center. The video, part of Viva Rio's training materials, examines the different facets of civil-military relations in peace operations.

Roundtable Discussion

On the morning of Day 2, representatives from Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, Guatemala, Paraguay, Peru, and Uruguay took part in a roundtable discussion. Each representative gave a brief presentation of the training conducted by their respective institution and the challenges they face with respect to integrated training for MINUSTAH. Representatives from Canada, the Dominican Republic, and the USA were also given the opportunity to describe their programs and talk about their experiences in training.

Annex 4: Conclusions from Day 1

In the afternoon of Day 1, participants reflected on the presentations from the morning and exchanged opinions on the current situation in Haiti. The groups not only identified the major challenges facing the international community, the Government of Haiti and the UN mission, but also put forward a number of conclusions and suggestions for initiatives that could help resolve some of the issues encountered in Haiti.

The conclusions and suggestions are not listed in order of priority, but from the most general to the most specific.

Conclusions:

1. While it is possible to observe important progress with regards to the situation in Haiti, there is still much to be done. The security situation is fragile and stability is not a guaranty. Until now, the mission has undertaken several crisis management exercises, but future progress will require a reconfiguration of the various components of MINUSTAH and of the type of activities undertaken on the ground.
2. Addressing the challenges in Haiti must be part of a long term process, which includes institutional changes, economic and social development and long term funding. This can only be achieved if donor countries take into account the socio-cultural context in which they operate.
3. It is necessary to establish priorities that encourage the convergence of initiatives between national and international actors. For example, guaranteeing human security, strengthening the education system and promoting economic development, as well as job creation are clear priorities.
4. The international community has a role to play in this process, as it funds an important part of Haiti's national budget. It is true that on the one hand, there exists a culture of dependence in Haiti, as projects are financed in large part by foreign entities, and these often do not produce concrete results. On the other hand, the international community is at fault for not demanding such results and rarely uses clear parameters to evaluate the efficiency and effectiveness of its projects. Indicators of success would help to establish clear parameters and would ensure that funds for projects are used adequately.
5. It is not clear how and to what extent the disturbances observed in Haiti negatively impact the security situation in the region. It appears that the impacts are less important than what is usually believed, something which could contribute to diminish the political support for the UN mission.
6. The presence of the UN mission is still required, as long as the necessary conditions for socio-economic development are not in place. Any transition must be carefully planned. There is still a gap between MINUSTAH's mandate and the necessities observed on the ground. The integrated aspect of the mission requires flexibility on the ground as well as adequate preparation by military, police and civilians alike.

Suggestions:

1. Projects focused on socio-economic development supported by the international community would be more effective if they considered Haiti's socio-cultural characteristics and if there were more local ownership of these projects by the local population. These projects will only achieve results if there is a sense of local ownership by Haitians.

2. As each peacekeeping mission is different, the experience acquired in Haiti allows us to identify a number of useful lessons and best practices. It was proposed to create a center for lessons learned and establish a programme for the exchange of information among the different centres, with the aim of sharing these lessons.
3. It was proposed that the mandate of the UN mission be changed to better reflect the activities undertaken on the ground. For example, themes such as the reduction of victims from natural disasters and the preparation of peacekeepers to act in situations of public insecurity, which correspond to the reality of the country, must be recognized in the mandate of the mission. In addition, the complexity of the Haitian context requires the UN mandate to be extremely flexible.
4. Problems of communication are present within the mission, but also between peacekeepers and the Haitian population. It is important to select people that can speak common languages, in particular French. This would facilitate communication with the host country population.
5. What is expected by the mission in terms of the specific skills required is not well communicated to the various training centres of the region. For example, the presentation of the Deputy Force Commander of MINUSTAH underlined the need to change the type of interaction with the local population. The contact with the population is becoming more and more important; however, the centres continue to prepare contingents based on past information and requirements. In this context, it would be interesting to establish a more direct link between the mission, through the commanders of the different national troops, and the centres for peacekeeping operations.
6. There is a need to encourage and support integrated training of military, police and civilians deployed in peacekeeping missions.
7. Standardize pre-deployment training among the various centres by coordinating the training curriculum used in the different centres. The Latin American Association of Peacekeeping Centres (ALCOPAZ) could initiate a process to standardize training curriculum and facilitate the development of training modules.
8. Encourage the participation of women as part of MINUSTAH.

Annex 5: Conclusions from Day 2

In the afternoon of Day 2, participants reflected on the presentations and discussions from the morning and from Day 1, and exchanged opinions on the current training challenges within MINUSTAH. The groups identified the main challenges facing the UN mission and the regional training centres, and proposed a number of recommendations and initiatives that could be taken forward by the actors concerned.

The recommendations and initiatives listed below are not in order of priority. There is also considerable overlap and/or similarities among the different points identified.

Challenges:

1. The lack of collaboration between the UN and the training centres.
2. The lack of transfer of information and feedback between the Mission and the training centers.
3. The lack of dissemination and sharing of lessons learned between the UN and the training centres, to ensure inclusion in national training curriculum for peacekeeping missions.
4. The absence of a technical channel between the UN and the training centres.
5. The absence of a standardized doctrine regarding substantive operational areas.
6. There exists a disparity in the training conducted by the different regional troop and police contributing countries involved in MINUSTAH, in particular in terms of the administrative and tactical aspects covered by the training.
7. Pre-deployment training is extremely general, often lacking mission specificity and cultural understanding required to adequately carry out tasks.
8. Multidimensional operations require greater concentration on police work and procedures. In Haiti, this work is carried out mainly by military forces.

Recommendations:

1. Create official distribution channels to ensure that mission documents, reports and lessons learned are disseminated to the peacekeeping training centres.
2. Create spaces of discussions on a recurring basis, where constructive dialogue, debate, and exchange of experiences can take place between the training centers and DPKO with the objective to identify and standardize criteria.
3. Establish a communication channel between the training centres and the Mission to ensure adequate and timely feedback to centres.
 - a. One suggestion is to implement this channel through the *Pre-deployment Information Package* within the ITS.
 - b. Another suggestion is to establish a channel through the chief of the Integrated Mission Training Cell (IMTC). This cell could be institutionalized as the link between the training centres and the UN, thereby creating a direct line of communication between both.
4. Pre-deployment training should reflect the specificities of the mission and incorporate key aspects of the mission (for example, information on the HNP reform plan) to ensure that military and police deploying to Haiti understand their role and their contribution once the ground.
5. Pre-deployment training should also incorporate:
 - a. Lessons on ethics and values that reinforce the respect for the local culture, human rights and the code of conduct.
 - b. Specific content to improve operational competencies for:

- Maritime and aerial police operations;
 - The gendarmerie in carrying out public order tasks; and
 - The border police.
- c. Training modules to facilitate the interoperability of police forces and standardize police procedures. For example:
 - Modules for officers to command combined police forces; and
 - Modules for police instructors to rely on a basic model linking police functions and democracy.
 - d. The views of civil society and civilian authorities (both non-governmental organisations and Government).
 - e. Up-to-date information on the country, the operation area(s), as well as statistical and geo-referenced police information.

Proposed Initiatives:

1. Create a standardized, core training manual in a collaborative manner, initiating the process at the next ALCOPAZ Assembly.
2. Develop a regionally focused doctrine, defining an integrated approach to peacekeeping operations and to carry out a comprehensive analysis of needs based on training and core-competencies.
3. Identify the main areas of expertise of the regional training centres, based on the capabilities developed until now, in order to explore and propose potential mechanisms of cooperation and joint training within the context of ALCOPAZ.