

# **Preparing American Militaries For Peace Operations**

**By**

**LTC(P) Christopher St. John, United States Army**

Monograph presented to the  
Inter-American Defense College  
as prerequisite for the Superior  
Course of Continental Defense

**Washington, D.C., May, 1997**

Certifico que he revisado este Trabajo de Investigación y lo he encontrado ajustado a la Normativa y Metodología del Colegio Interamericano de Defensa.

-----  
Profesor Helio Cordovil Figueiredo  
Asesor Coordinador

-----  
Fecha

## **DISCLAIMER**

The opinions expressed in this work are exclusively those of the author and do not represent the position of the Inter-American Defense College.

**Executive Summary**

Since the end of the Cold War peace operations have become an increasingly important role for American militaries. Argentina, Brasil, Canada, Chile, the United States of America, and Uruguay are all important force providers for United Nations, Organization of American States and North Atlantic Treaty Organization peace operations. During 1996, at least eleven American nations deployed peacekeepers to peace operations around the world. In early 1997, peacekeepers from Argentina, Brazil, Chile and the United States of America celebrated the second anniversary of the Military Observation Mission Ecuador- Peru, which is deployed in support of the Protocol of Rio de Janeiro. Peacekeeping operations provide both valuable operational experiences for our serviceman and servicewomen, and provide American militaries an opportunity to contribute to world peace and stability.

This monograph provides a brief overview of the history and importance of American military involvement in peace operations. It is based on an analysis of lessons learned, interviews with participants, and personal experiences in past peace operations including operations in Bosnia, Cambodia, Haiti, and Somalia. It makes specific recommendations for planning considerations for the preparation of individual soldiers, airmen, sailors, marines and leaders. It also provides considerations for the employment of the Armed Forces of the Americas in future peace operations. It is not intended that this paper provide an all encompassing list of lessons learned from peace operations, but it will provide commanders and operations officers of American forces tasked with future missions a starting point for mission planning and preparing their forces.

***Peacekeeping isn't a soldier's job, but only a soldier can do it.***

Charles Moskos

## **Table of Contents**

Executive Summary.....	iv
Chapter 1: Introduction and History.....	..1
Introduction.....	..1
History.....	..2
Peace Operations Today.....	..4
Definitions.....	..5
Current Training in the Americas.....	..7
Chapter 2: Preparations for Peace Operations.....	..9
Considerations for Preparing the Individual Soldier.....	..9
Considerations for Preparing Units.....	..12
Considerations for Preparing Commanders.....	..13
Chapter 3: Operational Considerations for Peace Operations.....	..16
Operational Mandate.....	..16
Command and Control.....	..17
Rules of Engagement.....	..19
Information Programs and Working with the Press.....	..20
Civil - Military Operations and Working with Non-Governmental Agencies..	..22
Chapter 4: Conclusions.....	..24
Appendix 1: Training for Peace Operations in the Americas.....	..26
Bibliography.....	..29

# **Preparing American Militaries For Peace Operations**

**By**

**LTC(P) Christopher St. John, United States Army**

Monograph presented to the  
Inter-American Defense College  
as prerequisite for the Superior  
Course of Continental Defense

**Washington, D.C., May, 1997**

Certifico que he revisado este Trabajo de Investigación y lo he encontrado ajustado a la Normativa y Metodología del Colegio Interamericano de Defensa.

-----  
Profesor Helio Cordovil Figueiredo  
Asesor Coordinador

-----  
Fecha

## **DISCLAIMER**

The opinions expressed in this work are exclusively those of the author and do not represent the position of the Inter-American Defense College.

**Executive Summary**

Since the end of the Cold War peace operations have become an increasingly important role for American militaries. Argentina, Brasil, Canada, Chile, the United States of America, and Uruguay are all important force providers for United Nations, Organization of American States and North Atlantic Treaty Organization peace operations. During 1996, at least eleven American nations deployed peacekeepers to peace operations around the world. In early 1997, peacekeepers from Argentina, Brazil, Chile and the United States of America celebrated the second anniversary of the Military Observation Mission Ecuador- Peru, which is deployed in support of the Protocol of Rio de Janeiro. Peacekeeping operations provide both valuable operational experiences for our serviceman and servicewomen, and provide American militaries an opportunity to contribute to world peace and stability.

This monograph provides a brief overview of the history and importance of American military involvement in peace operations. It is based on an analysis of lessons learned, interviews with participants, and personal experiences in past peace operations including operations in Bosnia, Cambodia, Haiti, and Somalia. It makes specific recommendations for planning considerations for the preparation of individual soldiers, airmen, sailors, marines and leaders. It also provides considerations for the employment of the Armed Forces of the Americas in future peace operations. It is not intended that this paper provide an all encompassing list of lessons learned from peace operations, but it will provide commanders and operations officers of American forces tasked with future missions a starting point for mission planning and preparing their forces.

***Peacekeeping isn't a soldier's job, but only a soldier can do it.***

Charles Moskos

## **Table of Contents**

Executive Summary.....	iv
Chapter 1: Introduction and History.....	..1
Introduction.....	..1
History.....	..2
Peace Operations Today.....	..4
Definitions.....	..5
Current Training in the Americas.....	..7
Chapter 2: Preparations for Peace Operations.....	..9
Considerations for Preparing the Individual Soldier.....	..9
Considerations for Preparing Units.....	..12
Considerations for Preparing Commanders.....	..13
Chapter 3: Operational Considerations for Peace Operations.....	..16
Operational Mandate.....	..16
Command and Control.....	..17
Rules of Engagement.....	..19
Information Programs and Working with the Press.....	..20
Civil - Military Operations and Working with Non-Governmental Agencies..	..22
Chapter 4: Conclusions.....	..24
Appendix 1: Training for Peace Operations in the Americas.....	..26
Bibliography.....	..29

# Chapter 1

## Introduction and History

### INTRODUCTION

The utilization of military forces in Peace Operations has significantly increased in recent years and can be expected to be a major mission area for the Armed Forces of the Americas in the future. These militaries have supported peace operations since the earliest Peace-Keeping Operations of the United Nations. Today, members of American militaries are involved around the world in United Nations' peace operations (Table 1), the peace operations of regional organizations, such as The Organization of American States and The North Atlantic Treaty Organization, and the peace operations resulting from specific treaties or protocols such as the Protocol of Rio de Janeiro. It is of the utmost importance that the Armed Forces of the Americas prepare for peace operations to include Peacemaking, Peacekeeping, Peace Enforcement, and Peace Building. To insure that our forces are the best possibly prepared for future operations, we must carefully analyze the lessons learned from past and current operations in order to build on proven successful strategies, tactics and techniques, and to avoid repeating past failures. This monograph will provide a brief overview of the history and importance of American military involvement in peace operations and based on an analysis of lessons learned from past operations make specific recommendations for planning considerations for the preparation and employment of the Armed Forces of the Americas in future peace operations. It is not intended that this paper provide an all encompassing list of lessons learned from peace operations, but it will provide commanders and operations officers of American forces tasked with future missions a starting point for mission planning and preparing their forces.

As military professionals, it is our responsibility to learn from the past to insure that we accomplish future missions while utilizing minimal resources. Every peace operation, past and current, has been the source for "lessons learned." These lessons range from geopolitics or strategic considerations to logistics to specific tactical techniques and procedures. Some of the lessons were learned from successes; many were learned from mistakes. Many lessons learned have been published; others have not. The importance of gathering, analyzing, and disseminating lessons learned is illustrated by United Nations creating a Lessons Learned Section within the Department of Peace-Keeping Operations. In this monograph, we'll look at some key considerations for the preparation, support, utilization and command of peacekeeping forces developed from published lessons learned, interviews, my own personal experiences in Operations Restore Hope and United Shield in Somalia and my experiences in preparing forces deploying to Bosnia.

**TABLE 1**  
**AMERICAN MILITARIES IN**  
**CURRENT UNITED NATIONS PEACE OPERATIONS<sup>1</sup>**

United Nations Angola Verification Mission	Brazil
United Nations Observer Mission In Liberia	Uruguay
United Nations Mission For The Referendum In Western Sahara	United States, Honduras, El Salvador, Uruguay, Argentina
United Nations Truce Supervision Organization	Argentina, Canada, Chile, United States
United Nations Iraq-Kuwait Observation Mission	Argentina, Canada, United States, Uruguay, Venezuela
United Nations Disengagement Observer Force	Canada
United Nations Observer Mission In Georgia	Cuba, United States, Uruguay
United Nations Preventive Deployment Force	Argentina, Brazil, Canada, United States
United Nations Peace-Keeping Force In Cyprus	Argentina, Canada
United Nations Transitional Administration In Eastern Slavonia	Argentina, Brazil, United States
United Nations Mission Of Observers In Prevlaka	Argentina, Canada, Brazil
United Nations Mission In Bosnia And Herzegovina	Argentina, Canada, United States
United Nations Support Mission In Haiti	Canada, US
United Nations Mission Of Observers In Tajikistan	Uruguay
United Nations Military Observer Group In India And Pakistan	Uruguay, Chile

## **HISTORY**

<sup>1</sup> United Nations, "United Nations Peace-Keeping Operations", 31 December 96. (Internet)

The militaries of the Americas have a rich history of participating in Peace Operations that began before the founding of the United Nations. Examples of pre-United Nations peace operations include Uruguay, Argentina, Brazil, Chile, Peru, and the United States sending Army officers to help settle the Chaco War between Bolivia and Paraguay in 1935<sup>2</sup> and Colombia sending soldiers to Leticia, on the borders of Brazil, Peru and Colombia, in 1934-1935 under a League of Nations Mandate. American support to United Nations Peace Operations began with Argentina and Chile deploying officers to the United Nations Truce Supervision Organization (UNTSO) mission in Jerusalem in 1948. Since then, fourteen American nations have supported United Nations Peace Operations ranging from missions in Guatemala, El Salvador and Haiti to operations in Somalia, the Suez, the Golan Heights, and Cambodia. At the close of 1996, eleven American nations were participating in United Nations Peace Operations providing 4,468 peacekeepers. (Table 2). Additionally, American militaries have conducted peace operations directed by the Organization of American States within the Americas and are currently deployed to Bosnia as part of the North Atlantic Treaty Organization's Implementation Force and to the Ecuador-Peru frontier as the Military Observer Mission Ecuador - Peru in support of the Protocol of Rio de Janeiro. Twenty American nations have deployed forces to one or more type of peace operation.<sup>3</sup>

Participation in peace operations of all types provides American militaries with valuable training opportunities while contributing to world peace and stability. It also encourages international integration, facilitates transparency, and builds mutual confidence among participating nations.<sup>4</sup> However, this participation is costly in terms of logistical resources and in lives of our soldiers. In 1995, United Nations Peace Operations alone cost approximately \$2.8 Billion and in 1996 will cost about \$1.6 Billion. Since 1948, more than 1,400 United Nations Peacekeepers have died while participating in Peace Keeping Operations – many of them Americans.<sup>5</sup>

All of the militaries of the Americas have the defense of national territory from external aggression as their principal mission, or as Gabriel Marcella says, "defense of the nation from external enemies is the irreducible *sine qua non* legitimating function of the armed forces."<sup>6</sup> Although American militaries must always be prepared to defend national sovereignty, the current threat of attack of an American nation by an external enemy is minimal.<sup>7</sup> Consequently, participation in United Nations Peace Operations and or the peace operations of regional organizations has become an important secondary mission area for many American militaries. Uruguay, Argentina, Canada, Brazil and the United States

---

<sup>2</sup> Ejercito Uruguayo, El Ejercito Uruguayo en Misiones de Paz, pp. 23-24.

<sup>3</sup> Perry, Williamsburg Meeting of Defense Ministers, Opening Remarks

<sup>4</sup> Ibid.

<sup>5</sup> United Nations, "United Nations Peace-Keeping Operations", March 1996. (Internet)

<sup>6</sup> Marcella, Gabriel. "Warriors in Peacetime: Future Missions of the Latin American Armed Forces," (Internet)

<sup>7</sup> Committee Report on the World Situation, Committee 2, Inter-American Defense College, January, 1997.

<b>Table 2</b> <b>American Peacekeepers Deployed 31 December 1996 * 8</b>	
Brazil	1,113
Canada	1,060
Uruguay	911
United States of America	759
Argentina	595
Honduras	12
Chile	6
Venezuela	5
Cuba	4
El Salvador	2
Trinidad and Tobago	1
Total	4,468

are currently the five most active American militaries participating in peace operations. As we enter the Twenty First Century, the threat of war between nations within the Americas will probably continue to decrease and the importance of peace operations as a secondary role of American militaries will increase.

### **PEACE OPERATIONS TODAY**

Are peace operations really an important role for American militaries? Yes! As shown in both Tables 1 and 2, peace operations are already an important mission for many American Armed Forces. Uruguay, Argentina, Canada, Brasil and the United States are actively engaged in multiple peace operations now, and are preparing for future operations. As an example of the magnitude of this commitment to peace, let's look at Uruguay's deployments during the 1990's. Since 1991, Uruguay has deployed over 7,000 peacekeepers. Currently,

---

\* Includes military and civilian police personnel.

<sup>8</sup> United Nations, "United Nations Peace-Keeping Operations", 31 December 96. (Internet)

almost 1,000 men (7% of Uruguay's Army) are deployed.<sup>9</sup> The continued future importance of peace operations was highlighted in the report of the Williamsburg Meeting of American Ministers of Defense in July, 1995. The conclusions of this report stated, "The cooperation in international peace operations builds integration, transparency, and mutual confidence (among participants)."<sup>10</sup> As a transparency and mutual confidence builder, we can expect to see American militaries continue to participate in international peace operations.

## **DEFINITIONS**

Although the exact definition of any specific peacekeeping term may differ from one organization to the next, generally, there is consensus of terminology within the peacekeeping community. For this monograph, I am going to use the following definitions for the different types of Peace Operations.

Preventive Diplomacy. This refers to a range of diplomatic activity designed to identify areas of potential conflict and pre-empt the outbreak of fighting. These activities could include confidence building measures such as the monitoring of regional arms agreements, exchange of military missions, fact finding missions and the establishing of demilitarized zones."<sup>11</sup>

Peacekeeping Operations support diplomatic efforts to maintain peace in areas of potential conflict. They stabilize conflict between two belligerent nations or parties and, as such, require the consent of all parties involved in the dispute. American militaries may participate in peacekeeping operations when requested by the UN, regional affiliations of nations, in cooperation with other unaffiliated countries, or unilaterally. The peacekeeping force deters violent acts by its physical presence at violence-prone locations. It is essential that a Peacekeeping force maintain a high degree of neutrality."<sup>12</sup>

Peacemaking. These are activities normally after the commencement of conflict and are designed to bring the warring parties to agreement by peaceful means. Canada considers peacemaking to be principally a diplomatic activity, but considers peace restoring or peace enforcement to belong in this category. Example include the UN mission to Korea (1950-1953), The Congo (1960-1964), and Somalia (1992-1993)."<sup>13</sup>

---

<sup>9</sup>Ejercito Uruguayo, El Ejercito Uruguayo en Misiones de Paz, p. 21.

<sup>10</sup> Williamsburg Meeting of American Ministers of Defense Report, p.8.

<sup>11</sup> National Defense Headquarters, Ottawa, Ontario, Canada. Deputy Chief of the Defense Staff Message 4500-1(DCDS) 29 December 1993. "Training Requirements For Peacekeepers."

<sup>12</sup> United States Army, Center For Army Lessons Learned, "Operations other than War Volume IV Peace Operations", Newsletter No. 93-8 Dec 93. (Internet)

<sup>13</sup> Ibid.

“Peace Enforcement may be needed when all other efforts fail. The authority for enforcement is provided by Chapter 7 of the (UN) Charter, and includes the use of armed force to maintain or restore international peace and security in situations in which The (UN) Security Council has determined the existence of a threat to the peace, breach of the peace or act of aggression”<sup>14</sup>

“Peace Building is critical in the after math of conflict. Peace-building includes the identification and support of measures and structures which will promote peace and build trust and interaction among former enemies, in order to avoid a relapse into conflict.<sup>15</sup> Peace building operations range from Monitoring of elections to the rebuilding of infrastructure. Peacekeeping Operations often include Peacebuilding as part of their mandate.<sup>16</sup>

“Observer/(Monitoring) Missions. The UN and other organizations frequently deploy teams of Military Observers to monitor compliance of parties to a truce, accord or international agreement. These personnel are traditionally unarmed. Examples of observer-type missions are United Nations Truce Supervision Organization and the European Commission Monitoring Mission Yugoslavia.”<sup>17</sup>

It is important to note that a United Nations Peace Operation may be more than one type of operation at any given time. Additionally, the character of a mission may change rapidly and frequently. As an example, during United Nations operations in Somalia from 1992 to 1995, there were three distinct, overlapping operations ( Table3). Each operation had its own United Nations Security Council Resolution(s) and each had its own mandate. In Somalia however, the mandates were often vague and changed as events took place in Somalia. United Nations Operation in Somalia I (UNOSOM I) began as a Humanitarian Assistance mission that had a military component responsible for monitoring a cease fire agreement and to provide security for United Nations relief operations.<sup>18</sup> This mandate was later enlarged to protect humanitarian convoys throughout Somalia. Later the United Nations authorized Member States to form the United Task Force to establish a safe environment for the delivery of humanitarian assistance. During UNOSOM I, the types of peace operations conducted ranged from Observing/Monitoring to PeaceKeeping to Peace Making. As UNOSOM I ended, United Nations Operations in Somalia II (UNOSOM II) began with a mandate to use “all necessary means” to establish a secure environment for humanitarian relief operations and to assist the Somali people in rebuilding their nation.<sup>19</sup> Later, after many Pakistani, United States and Somali casualties, the United Nations Security Council modified the original mandate by excluding the

---

<sup>14</sup> United Nations Department of Peace-Keeping, “General Guidelines For Peacekeeping Operations”, p. 6.

<sup>15</sup> Ibid., p. 6.

<sup>16</sup> National Defense Headquarters, Ottawa, “Training Requirements For Peacekeepers.”

<sup>17</sup> Ibid.

<sup>18</sup> United Nations. United Nations Peace-keeping, pp. 27-28

<sup>19</sup> Ibid., pp. 28-29

use of coercive methods.<sup>20</sup> UNOSOM II operations ranged from Peace Enforcement to Peace Building to Peace Keeping. The third and final United Nations Operation in Somalia was operation United Shield. This operation was conducted by a coalition force led by the United States and was responsible for the safe withdrawal of the last UNOSOM II forces from Somalia. United Shield forces successfully conducted a PeaceKeeping operation but were prepared to conduct Peace Enforcement operations, if required. Although commanders and forces prepare for and deploy to specific peace operations, the Somalia example shows that commanders must plan for a broad range of missions to include planning for additional training for his or her forces and requesting additional forces and or equipment if required. These missions can and do change frequently due to conditions in the operational area or at the United Nations Security Council. Commanders and peacekeepers deploying to a peace operation must be prepared for missions ranging from very peaceful Observer operations to extremely violent Peace Enforcement Operations.

**Table 3<sup>21</sup>**  
**The Three United Nations Operations in Somalia**

OPERATION	DATES	UN SECURITY COUNCIL RESOLUTIONS	TYPE OF MISSION
UNOSOM I <i>Provide Relief- Restore Hope</i>	April 1992 - March 1993	UNSCR # 751	Observer/ Monitor , PeaceKeeping, Peace Making, and Humanitarian Assistance
UNOSOM II <i>Restore Hope- Continue Hope</i>	March 1993 - March 1995	UNSCR # 794 UNSCR # 820	PeaceKeeping, Peace Enforcement, and Humanitarian Assistance
United Shield	January 1995 - March 1995		PeaceKeeping, and Peace Enforcement

### **CURRENT TRAINING IN THE AMERICAS**

<sup>20</sup>Allard, Kenneth. *Somalia Operations: Lessons Learned*, p. 20.

<sup>21</sup> United Nations. *United Nations Peace-keeping*, pp. 27-28

Every American country that sends military personnel on peace operations has some sort of predeployment preparation and or training program. These programs range from general peace operation doctrine and background studies to mission specific skill training. The majority of American peace operations training is very similar. However, each countries' training program reflects the roles and missions accepted by that country. Argentina and the United States have established military peacekeeping institutes. While Canada has a non-governmental institute, the Pearson Peacekeeping Center. The United Nations has a Directorate of Peace-Keeping Operations that includes a Lessons Learned Unit and a Training Unit. The Training Unit has established "General Guidelines for Peace-Keeping Operations" and provides assistance to member states, when requested.<sup>22</sup> In most countries, training programs are conducted by the individual military services. Appendix 1 provides highlights of the different preparation and training institutions and programs for peace operations in the Americas.

---

<sup>22</sup> United Nations Department of Peace-Keeping Operations. "General Guidelines for Peace-Keeping Operations".

## Chapter 2

### Preparations for Peace Operations

Preparing our soldiers, airmen, sailors, and marines for peace operations entails more than insuring they are skilled in their individual and collective military skills. They must also be prepared psychologically for their peace mission. Commanders must be prepared for working in a military-political environment where non-military skills may become more important to mission success than traditional military leadership skills. Training requirements for an Observer-Monitor Operation will be very different than the requirements for a Peacekeeping or Peace Enforcement Operation. Training programs for any peace operation must be based on mission requirements. Predeployment training should include individual and collective training, staff training, and commander preparation. The following training areas should be considered for any peace operation and modified or expanded as required.

#### **Considerations for preparing the Individual Soldier:**

The individual peacekeeper must be highly skilled in his or her individual military specialty. Well disciplined, combat ready peacekeepers are required for successful peace operations. During a presentation to the Inter-American Defense College, a retired senior American military officer stated “combat skills made the (US) Marines able to successfully conduct Peace Keeping Operations in Somalia.” It was because the Marines were combat ready and used their combat skills when required that the Somali warlords did not interfere with their humanitarian missions during Operation Restore Hope which set the security conditions required for mission success. However, combat skills are not enough for peace operations. Peacekeepers must receive mission tailored training prior to deployment. They must be prepared to work in foreign, possibly hostile environments and with coalition partners.

- All ranks must understand what the peacekeeping force is trying to do and what their individual role will be in the operation.<sup>23</sup> Everyone must understand how their peace operation mission is different from their normal mission.<sup>24</sup>

---

<sup>23</sup> United States Army, Center For Army Lessons Learned, “Operations other than War Volume IV Peace Operations”, (Internet).

<sup>24</sup> Colonel Jeffrey Jones, Interview, 29 January 1996.

- All ranks must understand what are the threats to their personal safety in the operational area. Is there a mine threat? Are the different indigenous party armed? What types of weapons are common ? What degree of armed threat is expected? What medical threats are in the region?
- All ranks must be fully briefed on the local geography, customs, culture(s),religions, politics and military situation.<sup>25</sup> Peacekeepers must kept up to date as the situation changes. They must understand a clear list of cultural “Do’s and Don’ts” for the operational area.<sup>26</sup> All peacekeepers must understand the importance of maintaining a neutral position and **being perceived as neutral by all concerned parties.**
- All ranks must understand that each situation calls for its own blend of calm, mature judgment, tact, a willingness to compromise, firmness and moral courage.<sup>27</sup> Military force will seldom be the correct response for a peacekeeper.
- If established prior to deployment, all ranks must understand the Rules of Engagement. Rules of Engagement must be published and if possible a copy provided to each peacekeeper. All ranks must understand that the degree of force used must only be sufficient to achieve that task at hand and prevent, as much as possible, loss of human life or serious injury.
- Everyone must have some language capability. For example, everyone should at a minimum know how to say “Hello, Goodbye, Thank You”, and other simple pleasantries.<sup>28</sup>
- For personnel assigned to remote areas, emergency first aid training should include cardiopulmonary resuscitation, injections, the administration of painkillers and intravenous solutions, and the treatment of gunshot and other traumatic wounds.<sup>29</sup>
- All ranks must be well trained in the following skills:
  - Field Sanitation
  - Combat First Aid and Evacuation Procedures

---

<sup>25</sup> National Defense Headquarters, Ottawa, “Training Requirements For Peacekeepers.”

<sup>26</sup> United States Army, Center For Army Lessons Learned, “Operations other than War Volume IV Peace Operations”, (Internet).

<sup>27</sup> Ibid., (Internet)

<sup>28</sup> Colonel Jeffrey Jones, Interview, 29 January 1996.

<sup>29</sup> National Defense Headquarters, Ottawa, “Training Requirements For Peacekeepers.”

- Observation and Reporting Procedures
  - Survival Skills (including actions if kidnapped)
  - Map Reading
  - Sentry and Guard duties
  - Search Techniques
  - Investigations, Negotiations, and Mediation
  - Vehicle, aircraft, water craft, weapon, uniform, and insignia identification of all potential belligerents, United Nations counterparts, and their own national forces.<sup>30</sup>
- **All ranks must under stand that self-defense is always authorized.** “The peace-keeper’s right to self-defense does not end with the defense of his/her own life. It includes defending one’s comrades and any persons entrusted in one’s care, as well as defending one’s post, convoy, vehicle, or rifle. Each peace-keeping operation is expected to function as a single, integrated unit and an attack on any one of it’s members or subunits engages the right to self-defense of the operation as a whole.<sup>31</sup>
  - All ranks must under stand the United Nations’ principles for peacekeepers. This includes the following guidelines or “do’s and don’ts” for all peacekeepers developed by the United Nations Department of Peace-Keeping Operations Training Unit.

**“We will always:**

- Conduct ourselves in a professional and disciplined manner, at all times;
  - Dedicate ourselves to achieving the goals of the United Nations;
  - Understand the mandate and mission and comply with their provisions;
  - Respect the environment of the host country;
  - Respect local customs and practices through awareness and respect for the culture, religion, traditions, and gender issues;
  - Treat the inhabitants of the host country with respect, courtesy, and consideration;
  - Act with impartiality, integrity, and tact;
  - Support and aid the infirm, sick, and weak;
  - Obey our United Nations superiors and respect the chain of command;
  - Respect all other peace-keeping members of the mission regardless of status, rank ethnic or national origin, race gender, or creed;
  - Support and encourage proper conduct among our fellow peace-keepers;
  - Maintain proper dress and deportment at all times;
  - Properly account for all money and property assigned to us as members of the mission;
- and

---

<sup>30</sup> National Defense Headquarters, Ottawa, “Training Requirements For Peacekeepers.”

<sup>31</sup> United Nations Department of Peace-Keeping, “General Guidelines For Peacekeeping Operations”. October 1995.

- Care for all United Nations equipment placed in our charge.

**We will never:**

- Bring discredit upon the United Nations, or our nations through improper personal conduct, failure to perform our duties or abuse of our positions as peace-keepers;
- Take any action that may jeopardize the mission;
- Abuse alcohol, use or traffic in drugs;
- Make unauthorized communications to external agencies, including unauthorized press statements;
- Improperly disclose or use information gained through our employment;
- Use unnecessary violence or threaten anyone in custody;
- Commit any act that could result in physical, sexual, or psychological harm or suffering to members of the local population, especially women and children;
- Become involved in sexual liaisons which could affect our impartiality, or the well-being of others;
- Be abusive or uncivil to any member of the public;
- Willfully damage or misuse any United Nations property or equipment;
- Use a vehicle improperly or without authorization;
- Collect unauthorized souvenirs;
- Participate in any illegal activities, corrupt or improper practices; or
- Attempt to use our positions for personal advantage, to make false claims or accept benefits to which we are not entitled.”<sup>32</sup>

**Considerations for Preparing Units:**

Units deploying to peace operations must be more than well trained in their own mission areas. These units will encounter situations for which they are normally not trained. Situations will present challenges to the leaders and generate confusion and stress for soldiers. Each unit should develop a training program to familiarize soldiers with anticipated problems they might encounter. These situational exercises can easily turn into battle drills for each unit. Some examples of unit training considerations are:<sup>33</sup>

---

<sup>32</sup> United Nations Department of Peace-Keeping Operations Training Unit, “We Are United Nations Peacekeepers” Laminated Pocket Card.

<sup>33</sup> United States Army, Center For Army Lessons Learned, “Operations other than War Volume IV Peace Operations”, (Internet).

- “Military Skills”: UN Reporting Formats • Checkpoint operations. • Reaction to sniper attacks. • Dismounted patrolling. • Vehicular patrolling. • Information gathering. • Convoy operations. • Operations in urban areas. • Mine/booby trap/Unexploded Ordnance Training. • Evacuation of injured/wounded personnel. • Observation Post Operations (Observe and Report). • Command Post Operations • Crowd Control Operations.
- “Situational Skills”: Units need to be prepared to react to the following common situations encountered during peace operations: • An appeal is received for medical assistance. • A civilian criminal is apprehended. • A land mine is discovered. • A crowd mobs a food distribution truck or center. • A dead body is found. • A non-government organization (NGO) individual asks for medical treatment. • A NGO individual asks for transportation on a military vehicle. • A soldier is taken hostage or kidnapped. • Convoy encounters a belligerent checkpoint.<sup>34</sup>

The unit skills listed above are by no means a complete list of every unit skill required for a peace operation. As mentioned earlier, skills required for a Peacemaking Operation are different than those required for Peacekeeping or Peace Enforcement Operations. All leaders must be prepared for rapid mission changes. A unit might deploy for what appears to be a very calm Peacemaking Operation that could quickly change into a violent Peace Enforcement Operation. Leaders at all levels must insure that **training doesn't stop** when the unit deploys to the operational area.

### **Considerations for Preparing Commanders:**

During peace operations, commanders at all levels will encounter situations and challenges for which they are normally not trained. These challenges can range from working within “irregular” command and control arrangements to coalition operations to coordinating military operations with civilian humanitarian operations. Certainly, many military skills, such as the ability to task organize, flexibility, discipline and communications, will serve a commander well during peace operations. To fully prepare prior to deployment to and during the execution of a peace operation, commanders should consider the following topics.

- Understand all parts of the operation. Is there another UN mission (humanitarian) in the area? Be prepared to work with NGO's. Know which NGO's are in the operational area, what are doing, how long have they been there?<sup>35</sup> During Operation Restore Hope, as

---

<sup>34</sup> United States Army, Center For Army Lessons Learned, “Operations other than War Volume IV Peace Operations”. (Internet).

<sup>35</sup> Jones, Interview, 29 January 1996.

many as 49 different United Nations and civilian relief agencies were conducting operations.<sup>36</sup>

- Improve personal negotiation skills. “ At all levels during Somalia operations, negotiating skills and techniques were essential to mission accomplishment. As (US) Marine Corps Lieutenant General Anthony Zinni said, “Always consider negotiations as a great alternative to violence”.<sup>37</sup>
- Be prepared to employ political-diplomatic skills as much as or more than military skills. During peace operations, a commander is “on the road to failure” when military skills become his or her most commonly employed assets.<sup>38</sup>
- Be prepared to serve as a facilitator-coordinator in order to bring all elements, military and civilian, together. In Bosnia , there are “more than 500 United Nations, international and non-governmental organizations, such as the UN High Commission on Refugees, UNICEF, UNESCO, the Organization for Security and Cooperation in Europe, the US Agency for International Development and the World Bank.”<sup>39</sup> These organizations can be great allies in reaching mission success or they can be obstacles. “If the commander doesn’t figure out how to work with the civilian agencies and organizations , they’ll run all over him.”<sup>40</sup>
- Be prepared to work with the press. “Usually, the best approach is always to be proactive and plan your approach to public communications actions (working with the press) as carefully as you would plan any military operation.”<sup>41</sup>
- Be prepared to form a coalition staff. This staff may be very different than a “normal” staff. The coalition staff should include liaison officers from national military contingents and from civilian organizations.
- Know how to access external resources. You’ll probably never have everything you need, want or can use. Know what other national, United Nations, international, regional organization, and NGO resources are available and how to get them.<sup>42</sup>

---

<sup>36</sup> Allard Kenneth. Somalia Operations: Lessons Learned, p. 23.

<sup>37</sup>Ibid., p. 71.

<sup>38</sup> Jones, Interview, 29 January 1996.

<sup>39</sup> Goodman, Glenn W., Jr. “Rebuilding Bosnia”, Armed Forces Journal, p.22.

<sup>40</sup> Jones, Interview, 29 January 1996.

<sup>41</sup> United States Marine Corps Division of Public Affairs, Media Skills Training Guide, p. 5.

<sup>42</sup> Jones, Interview, 29 January 1996.

- Be prepared to work with police monitors/trainers, especially during Peace Building operations. Helping build or strengthen an effective indigenous police force will help minimize non- military security requirements of the peacekeepers.
- Be prepared to be innovative or “to think outside the box.” Consider using non-traditional tactics and techniques. Encourage your subordinates to make suggestions in how to best solve peacekeeping problems. Consider the use of non-lethal technology. After serving in Somalia in two different operations, Lieutenant General Zinni made the following observations about non-lethal weapons. With non-lethal weapons, we can address more situations effectively and have a better chance of controlling the escalation of violence in the complex environments we are most likely to encounter. Our actions thus will be more consistent with the basic humanitarian values embraced by our nation and expected by our citizens”<sup>43</sup> (and consistent with peace operations).
- Commanders and leaders at all levels must always remember that the “principals of peace” are different than “the principles of war.” The principals of peace include:
  - “Unity of Purpose, not unity of command;
  - Consensus Planning, not hierarchical decision making;
  - Simplicity, particularly where multinational operations are involved;
  - Adaptive Control, rather than initiative; and
  - Transparency of Operations, rather than surprise and security.”<sup>44</sup>

---

<sup>43</sup> Goodman, Glenn W., Jr. “Rubber Bullets and Sticky Foam”, Armed Forces Journal, p.26

<sup>44</sup> Alberts, Dr. David S. and Dr. Richard E. Hayes. Command Arrangements For Peace Operations. (Internet)

## Chapter 3

### Operational Considerations for Peace Operations

Preparing for peace operations encompasses more than training individual soldiers, training teams and units, and preparing leaders. There are several key issues that need to be resolved prior to deployment such as command and control relationships and rules of engagement. There are other issues that become critically important in the operational area including working with the press and supporting civilian organizations, both governmental and non-governmental. Successful planning and preparation for these types of issues prior to deployment will greatly facilitate mission accomplishment. Furthermore, the operational environment, composition of the peacekeeping force, and mandate for operations for each peace operation can change during the operation. Many of these issues require continuous review and modification to ensure effectiveness in operations. The following issues should be considered prior to deploying on any peace operation and reviewed during the operation as required.

#### Operational Mandate

Although every commander would like to receive a clear, concise mandate for a peace operation, there probably won't be one. The mandates for peace operations are developed by consensus by member states of organizations such as the Security Council of the United Nations or the Organization of American States. Almost by definition, consensus documents do not include simple, clear, concise mission statements or operational concepts. Many "lessons learned" documents stress the need for a well defined mandate. However, as General Van Kappan, Military Advisor for Peace-keeping Affairs at the United Nations, stated during a presentation to the Inter-American Defense College, "in the real world, we seldom receive a clear and precise mandate."<sup>45</sup> So what does a commander do? He works with the United Nations or other organization to develop the best possible mandate and then prepares a series of contingency plans to address probable future operational scenarios. The commander must insure that he or she understands the *intent* of the operation and be prepared to modify his or her operational concept as required to ensure mission success.

---

<sup>45</sup> Van Kappan, Military Advisor for Peace-keeping Affairs at the United Nations, November 19, 1996.

## Command and Control

“Command and control is the military term for management of personnel and resources.”<sup>46</sup> In a unilateral military operation, command and control arrangements are usually simple and based on that military’s doctrine and or standard operating procedures. However, during a multinational peace operation , command and control arrangements become very complicated. Not only are there military participants with different doctrine but there are also very important civilian participants, governmental and non-governmental agencies and organizations (many of which are either unfamiliar with military organizations or hostile when working with the military). Yet to be effective, there must be unity of effort and to achieve unity of effort, there must be a functioning command and control arrangement. The United Nations General Guidelines for Peace Operations states,

“the chief of mission is appointed by the Secretary General with the approval of the Security Council. The chief of mission exercises operational authority in the field on behalf of the Secretary General. He determines the further delegation of authority in consultation with United Nations Headquarters. **The chief of the military component** of a peace-keeping operation (Force Commander or Chief Military Observer), **who may not be the chief of mission**, is also appointed by the Secretary General. He is given appropriate authority over all military units and personnel in the mission in the light of mission requirements.”

<sup>47</sup>

This description of **command** of United Nations peace operations is a little complicated but overall looks good on paper. Now let’s look at the findings of the United Nations Lessons Learned Unit of the Department of Peace-keeping Operations from their report on United Nations Operations in Somalia.

“Unity of command and purpose is a critical element if coalition operations such as UNOSOM are to succeed. With regard to the military component, there were at least two types of difficulties related to unity of command. First off, **not all the national contingents operating in the area were placed under UNOSOM command**, and this led to tragic consequences. Secondly, **some contingents that were ostensibly part of UNOSOM were in fact following orders**

---

<sup>46</sup> Alberts and Hays. Command Arrangements for Peace Operations, p. 5.

<sup>47</sup> United Nations Department of Peace-Keeping, “General Guidelines For Peacekeeping Operations”, pp. 36-37. October 1995.

**from their respective capitals;** this made them unreliable in the mission area and reduced the mission's effectiveness.

A fundamental cause of the failure of UNOSOM II's coalition force to maintain a secure environment in Mogadishu after the departure of UNITAF, was the failure of individual contingents to respond consistently to the direction of the Force Commander except where that direction fitted national imperatives and agendas. In effect, as the mission became embroiled in peace enforcement and coercive disarmament, many troop-contributing countries decided independently what actions their national contingents could and could not undertake, and, in some cases, where.”<sup>48</sup>

The above lesson learned only discusses the “challenges” of military command and control. The actual situation in Somalia was further complicated by the military Force Commander being subordinate to a civilian Chief of Mission.

United Nations Operations in Somalia (UNOSOM) demonstrates just how complicated command and control arrangements in a multinational peace operation can be. What does a commander need to do to insure his or her soldiers are serving under the best possible command and control arrangement? And , what can he or she do to help develop and maintain an effective command and control arrangement? The following recommendations are based on experiences in Somalia and Haiti.

- “Unity of command and simplicity remain the key principles to be considered when designating a command architecture.”<sup>49</sup>
- The chief of mission and force commander should include the national component commanders in operational planning and decision making whenever possible.<sup>50</sup> Or, as the Lessons Learned Unit of the Department of Peace-keeping Operations reports, “troop-contributing countries must be more involved in decision-making, so that they will stay with the operation in good times and bad.”<sup>51</sup>

---

<sup>48</sup> Lessons Learned Unit of the Department of Peace-keeping Operations. The Comprehensive Report on Lessons Learned from United Nations Operation in Somalia (UNOSOM), April 1992 - March 1995, United Nations. Undated. (Internet)

<sup>49</sup> Allard, Kenneth. Somalia Operations: Lessons Learned, p. 60.

<sup>50</sup> Jones, Interview, 29 January 1996.

<sup>51</sup> Lessons Learned Unit of the Department of Peace-keeping Operations, United Nations. Undated. (Internet)

- Each Commander, regardless of level of command, must have a clear understanding of where he or she fits in the command and control arrangement.
- Regardless if the military Force Commander or Chief Military Observer is the chief of mission or not, the command and control arrangement must incorporate all military contingents and all civilian participants.
- A common command and control doctrine needs to be established for all participants. At a minimum, this doctrine should include reporting and communications procedures, the use of liaison officers, simplified lines of command, and how a contingent commander interjects his nations interests in the decision making process.

### **Rules of Engagement**

Although the Rules of Engagement (ROE) will be different for each peace operation, these rules and their proper employment, are critical to the success of all peace operations. ROE are the guidelines given to all military personnel participating in a peace mission and define when and how much force can be applied in a given situation. Specifically, ROE focuses on when deadly force can be used by a peacekeeper. “The two principal ROE tenets are the **use of force for self-defense only and total impartiality when applying force.**”<sup>52</sup> ROE should “embody two of the most important principles (of peace operations) restraint and legitimacy.”<sup>53</sup> Based on lessons learned in Somalia, Haiti and Bosnia, the following should be considered when developing and employing Rules of Engagement.

- **All soldiers must know and understand the ROE.**
- **Development and dissemination of ROE is a command responsibility.**
- ROE must be realistic, clear, concise and simple. A soldier must be able to remember and apply the ROE during crisis situations when his or her life or the life of another peacekeeper is being threatened.

---

<sup>52</sup> United States Army, Center For Army Lessons Learned, “Operations other than War Volume IV Peace Operations”. (Internet).

<sup>53</sup> Allard, Kenneth. Somalia Operations: Lessons Learned, p. 36.

- “ROE must preclude indiscriminate use of deadly force while simultaneously **allowing soldiers sufficient latitude to defend themselves.**”<sup>54</sup>
- “Roe should allow the degree of force necessary to achieve the task at hand and prevent to the greatest extent possible the loss of human life, serious injury and avoid unnecessary collateral damage to property.”<sup>55</sup>
- ROE should be developed ,approved, and disseminated as early as possible. All soldiers should participate in ROE situational training exercises prior to deployment and whenever the ROE is modified.
- All national contingents must have the same ROE.<sup>56</sup>
- Rules of engagement should be sufficiently detailed to eliminate doubt as to appropriate individual and unit responses and behavior. ROE should include clear and specific guidance concerning mutual support by personnel and units of the coalition force.<sup>57</sup>
- Issue a single card to all soldiers that clearly outlines the ROE. This card is a handy reference for the soldier but does not lessen the commander’s responsibility to insure all soldiers know the ROE.
- ROE must be published in writing . When required, changes to the ROE must be disseminated immediately both verbally and in writing. This is a commander’s responsibility.

### **Information Programs and Working with the Press**

The United Nations Department of Peace-keeping recommends, “Peace-keeping operations need an effective information capacity to enable them to explain their mandate to the populace and, by providing a credible and impartial source of information, to counter misinformation disseminated about them even by the parties themselves.”<sup>58</sup> “An effective public information program is critical to the success of any (peace) operation...”<sup>59</sup>, and does

---

<sup>54</sup>United States Army, Center For Army Lessons Learned, “Handbook for the Soldier in Operations other than War”, p. II-6.

<sup>55</sup>Major Christopher Leyde, Interview, 11 April 1997.

<sup>56</sup> Jones, Interview, 29 January 1996.

<sup>57</sup> Ibid.

<sup>58</sup> United Nations Department of Peace-Keeping Operations. “General Guidelines for Peace-Keeping Operations”, p. 31.

<sup>59</sup> Allard, Kenneth. Somalia Operations: Lessons Learned, p. 85.

more than just inform the populace. It is a force protection system (a non-lethal weapon system) that can reduce the threat to peacekeepers by building support for their mission and encouraging compliance with their mandate. What is a peace operation “information capacity”? Who provides the information? How does the military work with the press? These are important issues that need to be addressed prior to deployment to a peace operation area of operations. The following should be considered when developing information programs for peace operations.

- The commander’s information program must be a coherent, coordinated, focused effort that utilizes all available information assets to include public affairs, psychological operations (PSYOP), command information and the public media.
- “PSYOP and Public Affairs (PA) personnel must coordinate their statements. Information should be timely, correct, and complete.”<sup>60</sup>
- Information programs can assist the commander by persuading target audiences to support (or to not interfere) with military operations rather than using coercive force or intimidation. “Through such local information programs as radio and television newscasts, and leaflet distribution, PSYOP can help ensure that objectives and efforts are fully understood and supported by all.”<sup>61</sup>
- The credibility of the information program must be maintained at all times. Do not sacrifice the usefulness of a critical non-lethal weapon system for a short turn tactical gain.
- “Be careful when using ultimatums or threats. Do not use them unless the situation makes it absolutely necessary and you are willing and have the authority (and the will) to carry them out.”<sup>62</sup>
- The information program is the Commander’s program and to be effective must receive a high priority from the commander.
- Communication with the local population helps “build bridges” (of understanding) between the peacekeepers and the people. Communication is a **force protection measure** for the peacekeepers.<sup>63</sup>

---

<sup>60</sup> United States Army, Center For Army Lessons Learned, “Haiti : Operations Other Than War”, Newsletter No. 94-3, 19 Nov 1996. (Internet)

<sup>61</sup> Ibid.

<sup>62</sup> United States Army, Center For Army Lessons Learned, “Tactics, Techniques And Procedures From Operation Joint Endeavor”, Newsletter No. 97-1, 24 January 1997. (Internet)

<sup>63</sup> Jones, Interview, 29 January 1996.

- Information program must tell the local populace what the peacekeepers are doing and what they'll do in the future. This program must also tell the people what the force is not going to do.<sup>64</sup>
- The command needs to plan for how they are going to work with the press. Leaders at all levels need to be prepared to work with the press. The press is not an enemy! The press is an important link between the commander and critical audiences within and outside the area of operations.
- The **Media** is important because it is the “glue” that keeps the American people in touch with the military.<sup>65</sup> Positive reporting of the military peace-keeping force's contribution to world peace and humanitarian actions help build and maintain public support for the military mission.

### **Civil - Military Operations and Working with Non-Governmental Agencies**

The purpose of almost all peace operations is to help a nation or group of nations return to a peaceful, stable environment. Sometimes chaos is caused by a natural disaster; frequently, instability is caused by man. Regardless of the type of peace operation, civilians play a crucial role. “The real “peacekeepers” in a peace operation are the humanitarian relief organizations (HROs) that provide both aid for the present and hope for the future.”<sup>66</sup> As mentioned earlier, commanders can expect a large number of civilians ranging from governmental aid and international organization humanitarian workers to representatives from non-governmental organizations. Often many of these civilians will arrive in the operational area long before the military arrives and remain long after the military departs. Some will distrust the military; others will see the military as a threat. “The HROs can be our allies, but they must at least be a part of our planning and coordination efforts.”<sup>67</sup> Commanders must remember that working with civilians is different than working with other military personnel and “planning must compensate for organizational and operational differences between civilian and military organizations.”<sup>68</sup> The Commander must also be prepared to work with civilians indigenous to the area of operations to include local government and political leaders, church leaders, local press and key communicators, para-military groups and the populace. The following observations are based on experiences in Cambodia, Burundi, Somalia and Haiti.

---

<sup>64</sup> Ibid

<sup>65</sup> Summers, Harry, Inter-American Defense College Presentation, 29 January 1997.

<sup>66</sup> Allard, Kenneth. *Somalia Operations: Lessons Learned*, p. 66.

<sup>67</sup> Ibid., p. 66.

<sup>68</sup> Hayes, and Wheatley. *Interagency and Political - Military Dimensions of Peace Operations: Haiti - A Case Study*, p. 52.

- Plan for working with the full spectrum of civilian groups in the operational area.
- Be prepared to work with NGOs. Know which NGOs are in the operational area, what they are doing, and how long have they been there?
- Be prepared to establish liaison with the belligerent forces, relief agencies, host-nation government, local political groups, and the local press.
- Remember NGOs/HROs are an asset. “Know how to access external resources. You’ll probably never have everything you need, want or can use. Know what other national, United Nations, international / regional organization, and NGO resources are available and how to get them.”<sup>69</sup>
- “One of the most important initiatives in Somalia was the establishment of a Civilian - Military Operations Center (CMOC).”<sup>70</sup> This organization became the key coordinating link between the military and the NGOs/HROs. In past peace operations the CMOC:
  - Acted as the interface between the United Nations Humanitarian Operations Center, NGOs/HROs and the military contingent.
  - Validated civilian requests for military support.
  - Coordinated military support to civilian relief activities such as military transport for relief supplies and assigning port space and access to Mogadishu Harbor.
  - Provided daily security updates to civilian organizations.
  - Validated civilian requests for space available seats on military aircraft.
  - Administered and issued HRO identification cards.
- The NGO’s/HRO’s are an important source of information. They often have access to areas not accessible to military personnel. Be careful not to endanger civilian aid workers by creating the impression that they are “intelligence operatives”.

---

<sup>69</sup> Jones, Interview, 29 January 1996.

<sup>70</sup> Allard, Kenneth. *Somalia Operations: Lessons Learned*, p. 69.

## Chapter 4

### Conclusions

*Greater love hath no man than this, that a man lay down his life for his friends.*

John 15: 13

(Inscription on the Memorial Student Center at Texas A&M University)

American militaries have, are, and will continue to conduct peace operations. In early 1997, American military personnel celebrated the second anniversary of the Military Observer Mission Ecuador - Peru, and other American military personnel continue to serve in Haiti, Guatemala, and Bosnia. Bolivia is training the Manchego Battalion for future peace operations, while at least eight other American militaries have training programs for peace operations. So the question for American military leaders is not whether or not Americans will participate in peace operations, but how can American militaries be best prepared for peace operations. Additionally, military leaders must insure that participation in peace operations does not diminish the militaries' capability to perform their primary missions ---defense of the homeland and protecting national interest.

Preparing our soldiers, airmen, sailors, and marines for peace operations includes individual and collective training as well as psychological preparation for their peace mission. Commanders must be prepared for working in a military-political environment where non-military skills may become more important to mission success than traditional military leadership skills. Training requirements must be developed for each specific mission. Training and preparations prior to deployment to the operational area are critical to mission success.

Successful planning and preparation for peace operations also include being prepared to operate in an environment where the military commander does not control all the assets required for mission success. The military commander must plan for how to coordinate with civilian counterparts, how to work with NGO's/HRO's, and how to work with press. He or she must be prepared to work with a mandate that is not clear and is not precise. Commanders must

develop and receive approval for simple, easily understood rules of engagement. It is a command responsibility to insure all ranks know and understand the rules of engagement, and to modify the rules of engagement as the operational environment changes.

Peace operations are an important mission area for many American militaries. By preparing our soldiers, airman, sailors, marines, and leaders at all levels, we can insure that our forces accomplish their assigned peace missions at the minimum cost in terms of human lives and material resources. Our militaries will gain valuable experiences in peace operations and make an important contribution to world peace.

## Appendix 1

### TRAINING FOR PEACE OPERATIONS IN THE AMERICAS

**Argentina**: Argentina's Peace-keeping Academy was created in 1995 and conducts peace-keeping training for its national troops. To date, peace-keeping training courses that have been conducted are:

- Election Monitors Course
- Military Police Officers Course
- Peace Keeping Operations (PKO) Commanders, Company Commanders, Junior Leaders Courses
- PKO Staff Course
- PKO Troops Course
- Training for Peace-keeping Forces<sup>71</sup>

**Brazil**: The military services conduct pre-mission training for their personnel deploying on peace operations. Training includes:

- Weapons training and familiarity with theater weapons, vehicles, and equipment;
- Safety measures and precautions training;
- United Nations operations instruction;
- General military training refresher; and
- Safety measures.

“When necessary, members of the Brazilian Army and Marine Corps receive specialized courses in the following areas

- Advanced driving skills
- Helicopter surveillance
- Staff and language training; and
- Explosive ordnance disposal training.”<sup>72</sup>

**Canada**: The National Defense Headquarters establishes training requirements for all deploying peacekeepers. Canadian Forces' training for peace-keeping operations is divided into two categories; general military training and specific training for Peace-keeping operations.

---

<sup>71</sup> United Nations Department of Peace-Keeping, “The Training of United Nations Peacekeepers”, 31 December 96. (Internet)

<sup>72</sup> Ibid.

The majority of training for peace operations is conducted by Land Forces Command but the other services conduct training as required.<sup>73</sup>

Training guidance issued in December 1993, by the National Defense Headquarters of Canada emphasized the following collective training subjects:

- mounted operations,
- roadblocks, checkpoints,
- observation posts,
- patrolling,
- crowd control drills, and
- searches.<sup>74</sup>

**Colombia**: “Colombian training for United Nations peace-keeping operations is provided to military and civilian personnel who form part of a peace-keeping contingent. All training is provided and conducted by the Ministry of National Defence at various Colombian National Defense facilities. Training conducted includes instruction on the following topics:

- Basic training;
- Political and Historical briefings of the geographical conflict;
- Mission standard operating procedures (SOPs);
- Physical training;
- Weapons firing & explosive ordnance disposal;
- UN operating techniques;
- Aircraft recognition;
- Technical training (map reading, communications & vehicle operation); and
- Briefings on agreements signed between parties.<sup>75</sup>

**Honduras**: “Honduras conducts military peace-keeping training courses in the Military cadets and Non-Commissioned Officer schools. In addition specific training is conducted for personnel assigned for UN peace-keeping missions.”<sup>76</sup>

---

<sup>73</sup> National Defense Headquarters, Ottawa, “Training Requirements For Peacekeepers.”

<sup>74</sup> Ibid.

<sup>75</sup> United Nations Department of Peace-Keeping, “The Training of United Nations Peacekeepers”, 31 December 96. (Internet)

<sup>76</sup> Ibid.

**Peru**: Training is conducted by the services and includes the year-long General Staff and High Command course at the Peruvian Air Warfare Academy.<sup>77</sup> Peace operations courses at this academy include:

- Agreements;
- Treaties; and
- International rules that govern United Nations peace-keeping operations.

**United States of America**: Predeployment training is conducted both by the individual services and by joint organizations and commands. Additionally, United Nations familiarization/orientation courses are presented to all officers attending the War colleges. The objective is to ensure that the tactical and strategic requirements outlined in the United Nations "Guidelines for Peace-keeping Training" are fully met.<sup>78</sup> The US Army Center for Army Lessons Learned gathers, publishes, and disseminates peacekeepers' lessons learned throughout the US military. Additionally, the Joint Warfighting Center publishes joint service and allied doctrine, training literature, and lessons learned.<sup>79</sup>

**Uruguay**: Training for peace operations includes the Army General Command's 11-week training program which is divided into four separate courses.

- Military Observer Course;
- General Staff Officer Course;
- Course for Officers Assigned to Peace-keeping Units; and
- Course for Junior Members of Peace-keeping units.<sup>80</sup>

**Internet**: Training literature and lessons learned are available from the United Nations Directorate of Peace-Keeping Operations, The US Army Center for Army Lessons Learned, and Canada's Pearson Peacekeeping Center.

---

<sup>77</sup> Ibid.

<sup>78</sup> Ibid.

<sup>79</sup> Joint Warfighting Center. "Peace Operations CD-ROM".

<sup>80</sup> United Nations Department of Peace-Keeping, "The Training of United Nations Peacekeepers", 31 December 96. (Internet)

## BIBLIOGRAPHY

Allard Kenneth. Somalia Operations: *Lessons Learned*, Washington, D.C. , National Defense University Press, 1995.

Alberts, Dr. David S. and Dr. Richard E. Hayes. Command Arrangements For Peace Operations, Washington, D.C., National Defense University Press, May 1995. (Internet)

Center For Army Lessons Learned, “Operations other than War Volume IV Peace Operations”, Newsletter No. 93-8 Dec 93. Ft Leavenworth, Kansas. (Internet)

Center For Army Lessons Learned, “ Somalia” Special Edition No. 93-1 (Jan 93). Ft Leavenworth, Kansas. (Internet)

Committee Report on the World Situation, Committee 2, Inter-American Defense College, January, 1997.

El Ejercito Uruguayo en Misiones de Paz, Imprenta Del Ejercito Uruguayo. April,1996.

Goodman, Glenn W., Jr. “Rebuilding Bosnia”, Armed Forces Journal, February, 1997.

Goodman, Glenn W., Jr. “Rubber Bullets and Sticky Foam”, Armed Forces Journal, February, 1997.

Hayes, Margaret Daly and Gary F. Wheatley. Interagency and Political - Military Dimensions of Peace Operations: Haiti - A Case Study, Washington, DC., National Defense University Press, October 1996.

Interview with Colonel Jeffrey Jones, Chief, Special Operations Division, Directorate of Operations, The Joint Staff, The Pentagon, 29 January 1997.

Interview with Major Christopher Leyde, Deputy Commander 4<sup>TH</sup> Psychological Operations Group (Airborne), Ft. Bragg, NC, 11 April 1997.

Joint Warfighting Center. "Peace Operations CD-ROM", Ft. Monroe, Virginia, 15 June 1995.

Marcella, Gabriel. "Warriors in Peacetime: Future Missions of the Latin American Armed Forces," *Small Wars and Insurgencies* 4, no. 3 (Winter 1993) (Internet).

National Defense Headquarters, Ottawa, Ontario, Canada. Deputy Chief of the Defense Staff Message 4500-1(DCDS), "Training Requirements For Peacekeepers", 29 December 1993.

Summers, Harry, Inter-American Defense College Presentation, 29 January 1997.

United Nations Factsheet, "United Nations Peace-Keeping Operations", March 1996. (Internet).

United Nations Department of Peace-Keeping Operations. "General Guidelines for Peace-Keeping Operations", New York, 1995.

United Nations Department of Peace-Keeping Operations, "The Training of United Nations Peacekeepers", 31 December 96. (Internet).

United Nations Department of Peace-Keeping Operations, "United Nations Peace-Keeping Operations", 31 December 96. (Internet).

United Nations Department of Peace-Keeping Operations Training Unit. "We Are United Nations Peacekeepers" Laminated Pocket Card, Undated

United Nations. United Nations Peace-Keeping, New York, 1966.

United States Marine Corps Division of Public Affairs, Media Skills Training Guide, Washington, DC, March 1997.

Van Kappan, General. Presentation to the Inter-American Defense College, United Nations. November 19, 1996.

Williamsburg Meeting of American Ministers of Defense Report, July, 1995.

