

THE CENTER FOR CIVIL-MILITARY RELATIONS
1689 CUNNINGHAM ROAD (Code CM)
NAVAL POSTGRADUATE SCHOOL
MONTEREY, CA 93943-5001

Tel: (831) 656-3171 FAX: (831) 656-3351 DSN: 878-3171 E-Mail: ccmr@nps.navy.mil

INFORMATION PAPER
THE ENHANCED INTERNATIONAL PEACEKEEPING CAPABILITY (EIPC)
EDUCATION AND TRAINING PROGRAM

Ref: (a) SECSTATE WASHDC 010143Z MAY 98
(b) SECDEF WASHINGTON DC//USDP SOLIC PKHA// 191800Z NOV 98
(c) SECSTATE WASHDC 152023Z APR 99
(d) SECSTATE WASHDC 271809Z APR 00
(e) SECDEF WASHINGTON DC//USDP SOLIC PKHA// 161100Z JUN 00
(f) SECSTATE WASHDC 221244Z MAR 01
(g) SECDEF WASHINGTON DC//USDP SOLIC PKHA// 011348Z MAY 01
(h) SECDEF WASHINGTON DC//USDP:DSCA// 251301Z JUN 99

References (a) through (g) promulgated guidance on the EIPC initiative by the State Department and Office of Secretary of Defense Peacekeeping and Humanitarian Assistance (OSD/PKHA). Reference (h) provides guidance to security assistance officers on developing EIPC training and material cases.

BACKGROUND:

A stated United States national policy goal is to make peace support operations (PSO) more effective in preventing, containing, and resolving conflicts. In September 1996, the National Security Council endorsed the Enhanced International Peacekeeping Capabilities (EIPC) concept as a means to focus US Government resources on the improvement of selected nations' peacekeeping capabilities. The EIPC initiative is a peacetime engagement tool designed to help increase the pool of armed forces capable of participating in multinational peace support operations. Through the EIPC initiative the US aids potential troop contributing nations in the development of their national peacekeeping capacity in seven key areas:

- Political commitment
- Resource allocation
- Professional military education
- Training readiness
- Logistics readiness
- English language proficiency
- Interoperability

The EIPC initiative focuses on recipient countries' institutional PSO educational and training requirements to:

- Develop and standardize peacekeeping doctrine;
- Enhance professional military education and training programs; and
- Develop information systems to support peacekeeping training and exercises.

IMPLEMENTATION OF EIPC INITIATIVE:

As an FMF grant program, EIPC is administered in accordance with security assistance guidelines and administrative procedures by the Defense Security Cooperation Agency (DSCA). EIPC funds are used to enhance the institutional capacity of selected countries' professional military education, training and doctrine programs. Where possible, EIPC funds are to be used to foster regional peacekeeping cooperation in conjunction with other recognized peacekeeping initiatives.

In accordance with references (a) through (g), EIPC funds can be used for:

- Peacekeeping training at the institutional level provided through the EIPC education and training program to include instruction on peacekeeping doctrine development, training assessment, curricula design assistance, logistics planning, peacekeeping instructor training, computer training for peacekeeping applications, and simulation training;
- Procurement of training equipment (VCRs, video display equipment, overhead projection equipment, mobile communication systems, hardware and software, large screen displays, simulation training aids, equipment for simulations, equipment for command post exercises and English language training facilities);
- Support to U.S. sponsored peacekeeping seminars and conferences;
- By exception, provision of orientation visits (Orientation Tours (OTs)\Distinguished Visitor Orientation Tours (DVOTs));
- Procurement of manuals, pamphlets, and other library resources.

EIPC funds are prohibited from being used to train civilian police, provide lethal equipment, to equip operational peacekeeping units, fund demining training or equipment, provide for construction, or fund training provided by other countries.

IMPLEMENTATION OF EIPC EDUCATION AND TRAINING PROGRAM:

Reference (b) designated the Center for Civil-Military Relations in November 1998 as the lead agent for developing and implementing the education and training portion of the EIPC program. In January 1999, CCMR appointed a peacekeeping program officer to develop and coordinate the implementation of a common core curriculum for the peace support operations education and training initiative. CCMR developed a three-phase peace support operations education and training program and created an Instructors' Course to introduce the common core curriculum to peacekeeping training officers from EIPC recipient countries. In May 2001, CCMR appointed an EIPC program manager to oversee the implementation of the expanding education and training program.

CCMR intends to be as flexible as possible in helping the EIPC recipient countries achieve their PSO training and education needs. EIPC was never intended to replace the International Military Education and Training (IMET) or other Foreign Military Financing grants. Instead it is intended to assist existing indigenous PSO training and education programs. To do that effectively, CCMR concentrates on “training the trainers” at the institutional level. Unlike most IMET courses which focus on training individuals for specific skills or more general professional military education, EIPC has a narrowly defined audience: peacekeeping trainers, educators, and policy officers. For every instructor trained under EIPC, CCMR expects to realize several hundred trained peacekeepers in one to three years after completion of EIPC training.

PROGRAM DESIGN:

Based upon agreed guidelines from the Departments of State and Defense, CCMR developed a PSO core curriculum. CCMR does not expect to teach all these subjects to each EIPC country. Instead, this is a list of subjects that most, if not all, peacekeeping centers would be expected to cover in a comprehensive curriculum. This core curriculum was carefully developed using some of the most knowledgeable people in the PSO training business, both international and U.S. The United Nations Department of Peacekeeping Operations Training and Evaluation Service vetted the core curriculum, and the Association of International Peacekeeping Training Centers approved it. A similar process was used to design the resident Instructors’ Course as well as the Phase III Mobile Education Team (MET) modules. Again, CCMR does not expect to teach the entire common curriculum in that form; in almost every case the course matrix will be substantially tailored to the specific EIPC recipient country’s needs. However, both these documents are good starting points for discussion and evaluation tools, especially during the Phase I visit.

The intent of the training portion of EIPC is to focus on training the trainers at the institutional level. CCMR’s emphasis is on training indigenous peacekeeping training center instructors in PSO doctrine and training methodologies. For example, CCMR has no intention of training EIPC recipient countries’ soldiers on negotiation techniques; however, it will, if asked, provide assistance to their PSO training officers on *how* to design, conduct, and evaluate negotiation lane training as part of an overall PSO training program. This can be accomplished in two venues: an in-residence EIPC Instructors’ Course taught by CCMR two to three times per year at the Naval Postgraduate School in Monterey, California; and tailored Phase III METs.

IMPLEMENTATION PLAN:

Current guidance from State and OSD (refs. f and g) advises EIPC recipient countries to participate in the EIPC education and training program as a first step. For budget planning purposes in writing a training case, the CCMR three-phase EIPC education and training program costs approximately \$150K. Program costs can vary based on the number of officers attending the Phase II Instructors’ Course and the number of Phase III modules requested. References (g and h) provide guidance to Security Assistance Officers in EIPC recipient countries on initiating blanket order training cases through the Naval Education and Training Security Assistance Field Activity (NETSAFA). The breakdown of the program includes:

Phase I (MASL # P309077): One member of CCMR visiting the EIPC recipient country, preferably in conjunction with the training equipment survey by Naval Air Warfare Center, Training Systems Division (NAWCTSD), at the host country's peacekeeping training center. This is essentially an evaluation and curriculum development phase with the recipient country PSO education and training staff and representatives from the US country team, and will take approximately three to five days. The goal is to review the recipient country's existing national PSO training capabilities, brief the PSO core curriculum developed by CCMR and tailor it to the recipient country's training needs and desires. This phase may be waived by CCMR.

Phase II (MASL # P173400): EIPC recipient country officers attending a two-week PSO instructors' course in Monterey, California. The instructors' course concentrates on curriculum development and teaching skills as well as methods for PSO education and training. General subject areas include PSO doctrine, education and training methodologies, and curriculum development. In addition to the common training, CCMR works with each country group of officers separately to refine their own PSO curriculum, and prepare them to help deliver the Phase III material. During the course, representatives from NAWCTSD and the Defense Language Institute English Language Center assist participants in developing equipment and English language training plans. The goal of Phase II is to produce highly skilled PSO trainers who have been introduced to a variety of training and educational methods and have a good grasp of PSO doctrine. The ideal candidates for the Instructors' Course are officers from senior captain to colonel, designated as senior instructors, training department directors, and curriculum developers assigned to peacekeeping training centers, staff colleges, and general staffs. Attendance by at least three officers in the Instructors' Course is the minimum requirement for EIPC recipient countries in order to satisfy EIPC education and training program goals.

Phase III (MASL # P309078): A series of modules and courses covering the various topics of the PSO core curriculum will be delivered in conjunction with the Phase II host country graduates at their peacekeeping training center to the staff and faculty. Phase III MET modules and courses will be tailored to the recipient countries needs as developed during Phases I and II. If necessary, CCMR will coordinate with other DoD schools for delivery of their METs using EIPC standards. All METs will emphasize practical training exercises oriented toward a "train the trainer" format. EIPC education and training is oriented toward mid-to-senior level officers involved with institutional PSO education and training development, and the practical exercises are aimed at battalion and higher staff levels. This meets the US policy goals of enhancing interoperability among peacekeeping partners and promoting a common PSO doctrine.

STATUS OF EIPC EDUCATION AND TRAINING PROGRAM:

The EIPC education and training program is fully functional and achieving stated U.S. policy goals. To date, eight countries have participated in the EIPC education and training program. Eleven others are expected to participate this year.

The overall assessment of the EIPC Instructors' Course by participants has been extremely positive. Participants rated it most favorable on quality, experience of instructors, broad-based approach to PSO, provision of extensive course materials, participant support (facility, social events, travel, communications), and ability to interact with other PSO participants.

The potential impact of the EIPC Instructors' Course on participants' national peacekeeping capabilities was outlined in their end of course critiques:

- Each national contingent had a unique but highly favorable view of how their learning experiences in this course, coupled with concrete EIPC funding, could be used to accelerate national PSO programs.
- All indicated the EIPC Common Core Curriculum was a useful guide for developing/refining their own national PSO training curricula. All plan to adapt EIPC materials for use in their national training programs.
- Most participants believed the exercises, with some modifications, could easily be adapted for their national PSO training programs.
- Most participants agreed that the most appropriate ranks for participants in this course should be Maj. to Lt. Col. and equivalents.
- Most participants singled out the multinational make-up of the class as extremely beneficial. All engaged in discussions both during and after class with other national groups to glean ideas for their own PSO training programs.

To date, CCMR has trained several hundred officers under the EIPC education and training program. While it is still too early to measure the long-term impact on recipient countries' peacekeeping training programs, anecdotal evidence indicates that several EIPC recipient countries have made significant changes to their peacekeeping training curriculum as a direct result of their training officers participating in the Instructors' Course. Interest in the program is increasing, even among non-EIPC recipient countries, and CCMR forecasts a significant upsurge in EIPC education and training activities in the next fiscal year.

The EIPC Instructors' Course is scheduled at the Naval Postgraduate School twice a year:

- 3-14 December '01
- 6-16 May '02

Current information on the EIPC education and training program can be found [on the CCMR web site: http://www.ccmr.org](http://www.ccmr.org)

Point of contact for the EIPC education and training program is Tim Byrne, CCMR EIPC Program Manager. Tel: (831) 656-3171; email: tmbyrne@nps.navy.mil.