



Taking Leadership to the Next Level: UN Peace Operations 2020

Challenges Forum Workshop

Hosted by the Peacekeeping and Stability Operations Institute
in partnership with the Geneva Centre for Security Policy

United States Army War College, Carlisle Barracks, Pennsylvania,
28 February-1 March, 2017

Purpose:

1. To take stock of UN and Member States' current guidance, policy, reports, capacity-building, pre-deployment preparations and exercises, and evaluations tools, for mission leadership in UN peace operations. Best practice in leadership preparation and training from the private sector will act as a control reference [*Results of workshop (including preparatory and follow-up work) to be presented at the Annual Forum 2017 in Istanbul and feed into the Work Strand.*]
2. To initiate a paper on *The Impact of Leadership on UN Peace Operations* aimed for Member States, Secretariat, Mission Leadership Teams, and Middle Management on what is required to better select, prepare, support and evaluate Senior Leaders, Mission Leadership Teams and Middle Management pre-deployment and in-mission. The paper will explore what leadership is required in the unique setting of peace operations, and be published as a Challenges Forum Occasional Paper. [*A draft paper to be ready for the Annual Forum in Istanbul, to be finalized after final feed-back and input from Partners*].
3. To assess, adjust and detail the work plan for the Challenges Forum Work Strand 2017- 2018, confirming desired outcomes, outputs, division of labor, including hosting organizations, resources and deadlines.

Preliminary Agenda

Monday 27 February

PM Arrivals

1800 - 1930 Icebreaker Reception at the Comfort Inn Hotel

Tuesday 28 February

0800 Departure by bus from Comfort Inn Hotel to US Army War College

0815 College Registration

0830 Welcome and Introductory Remarks

Speakers: Ms Annika Hilding Norberg, Founder and Strategic Adviser, Challenges Forum, Folke Bernadotte Academy, Sweden
Dr Carl Ungerer, Head of Leadership, Crisis and Conflict Management Programme, Geneva Centre for Security Policy, Switzerland
Mr Mark Swayne, Acting Deputy Assistant Secretary of Defence for Stability and Humanitarian Affairs, Department of Defence, United States

0930 On Leadership

Keynote: Vice Adm. (Retd.) John R. Ryan, President and CEO, Centre for Creative Leadership, United States

1000 Coffee Break and Group Photo

1030 Impact of Leadership on UN Peace Operations – The Why

Why is good leadership so critical for successful peace operations and what difference can it make?

Facilitator: Maj. Gen. (Retd.) Robert Gordon, Senior Adviser, Challenges Forum / Former Force Commander, UNMEE, United Kingdom

Panelists: Mr Oliver Ulich, Deputy Chief (Policy, Partnerships and Knowledge Management), Policy and Best Practices Service, Division for Policy, Evaluation and Training, Departments of Peacekeeping Operations and Field Support, United Nations
Ms Ameerah Haq, Former Under-Secretary-General for Field Support / Former Special Representative of the UN Secretary-General, UNMIT, Bangladesh
Lt. Gen. Chander Prakash, Deputy Director, United Services Institution of India / Former Force Commander, MONUSCO, India
Brig. Gen. Riana Paneras, Senior Researcher, Institute for Security Studies / Former Police Commissioner, UNAMID, South Africa

Discussion

1200 Lunch and Keynote

Maj. Gen. William E. Rapp, Commandant, United States Army War College, United States

- 1300 Impact of Leadership on UN Peace Operations – The What
What is good leadership and what is required to better select, prepare, support and evaluate Senior Leaders, Mission Leadership Teams, and Middle Management pre-deployment and in-mission?
- Facilitator: Maj. Gen. (Retd.) Robert Gordon, Senior Adviser, Challenges Forum / Former Force Commander, UNMEE, United Kingdom
- Panelists: Ms Gabriella Seymour, Chief, Senior Leadership Appointment Section, Office of the Under-Secretary-General, Department of Field Support, United Nations
Mr Ian Martin, Executive Director, Security Council Report / Former Special Representative of the Secretary-General, UNSMIL, UNMIN and UNMISSET, United Kingdom
Lt. Gen. Ahmad Maqsood, Former Military Adviser, Department of Peacekeeping Operations, United Nations, Pakistan
Mr Luis Carrilho, Senior Inspector, Inspectorate of National Police Force / Former Police Commissioner, MINUSCA, MINUSTAH, UNMIT, Portugal
- Discussion
- 1500 Break
- 1530 Break-out groups –Key Take-Aways from the Impact of Leadership sessions
- 1730 Wrap up Day 1
- Speakers: Prof. Bill Flavin, Assistant Director, United States Army Peacekeeping and Stability Operations Institute, United States
Dr Jibecke Joensson, Acting Head of Policy and Best Practices, Challenges Forum, Folke Bernadotte Academy, Sweden
- 1800 End of Day 1 – transport to Comfort Inn Hotel
- 1915 Dinner at the Comfort Inn Hotel with “Leading Together” introduction of coming film produced by Australian Civilian-Military Centre, Australia

Wednesday 1 March

- 0830 Bus depart from Comfort Inn to US Army War College
- 0900 Stock-take of United Nations current policy, guidance, reviews, capacity-building, pre-deployment preparations and evaluation tools for mission leadership – The How
How is mission leadership of UN peace operations and special political missions understood, instructed, prepared, trained and evaluated from a political, military and organizational perspective?
- Facilitator: Mr Ettore Di Benedetto, Team Leader, Leadership Training, Integrated Training Service, Department of Peacekeeping Operations, United Nations
- Panelists: Ms Kyoko Shiotani, Chief of Staff, Department of Political Affairs, United Nations

Capt. (N) Hervé Auffret, Officer in Charge, Chief of Staff, Chief of Policy and Doctrine, Office of Military Affairs, Department of Peacekeeping Operations, United Nations

Ms Jo Nickolls, Officer in Charge, Analysis and Planning Team, Office of the Secretary-General, United Nations

Discussion

1030 Break

1100 Stock-take of United Nations current policy, guidance, reviews, capacity-building, pre-deployment preparations and evaluation tools, for mission leadership – The How

How is mission leadership of UN peace operations and special political missions understood, instructed, prepared, trained and evaluated from a strategic communications and field / Member States perspective?

Facilitator: Mr Amr Aljowaily, Deputy Assistant Foreign Minister for United Nations Affairs, Ministry of Foreign Affairs, Egypt

Panelists: Mr Nick Birnback, Strategic Communications Consultant, Folke Bernadotte Academy (United Nations Peacekeeping, on leave of absence)
Maj. Gen. Kristin Lund, Former Force Commander, UNFICYP, Norway

Discussion

1230 Lunch and presentation by Dr Conrad Crane, Director of Military History Institute, United States Army War College, on historical lessons from peacekeeping and leadership, including a walk and talk experience in the Army Heritage Education Center.

1400 Break-out groups on above topic – developing and detailing what is currently known to exist and /or is under development. Discussion on current gaps –both those that are commonly identified and those that are not, and what needs to be taken into account in the development of the Work Strand plan and proposed outputs.

1500 Break

1530 Reporting Back from the Break-out groups

Speakers: Break-out group Rapporteurs.

1600-1630 Wrap-up of workshop and concluding remarks

Speakers: Col. Greg Dewitt, Director, United States Army Peacekeeping and Stability Operations Institute, United States

Dr. Carl Ungerer, Head of Leadership, Crisis and Conflict Management Programme, Geneva Centre for Security Policy, Switzerland

Ms Annika Hilding Norberg, Founder and Strategic Adviser, Challenges Forum, Folke Bernadotte Academy, Sweden

1630-1730 Review and detailing of overall Work Strand plan (for Partners only)
Discussion on the overall Work Strand plan, content and different outputs
that Partners wish to participate in / contribute to.

Facilitators: Ms Annika Hilding Norberg, Founder and Strategic Adviser, Challenges Forum,
Folke Bernadotte Academy, Sweden
Maj. Gen. (Retd.) Robert Gordon, Senior Adviser, Challenges Forum / Former
Force Commander, UNMEE, United Kingdom