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The Conceptual Model of Peace Operations (CMPO) as a Framework for Comparing National Doctrines for International Peacekeeping Operations

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THE CONCEPTUAL MODEL OF PEACE OPERATIONS (CMPO) AS A
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The Conceptual Model of Peace Operations (CMPO) as a Framework for Comparing
National Doctrines for International Peacekeeping Operations

A project submitted in partial fulfillment of the requirements for the degree of Master of
Science at George Mason University

by

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Bachelor of Science
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Dedication

       I would like to dedicate this work to my wife, Michelle for her dealing with my late nights and stressed days when trying to complete this project. She always provided the encouragement and motivation I needed to get back to work. Thank you.

Acknowledgments

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ABSTRACT

This research generates a method for easy comparison of national military doctrines as they pertain to peacekeeping operations by using the Conceptual Model of Peace Operations (CMPO) as an organizational framework. Microsoft Excel is utilized as an interface as a means for individuals or organizations to compare individual national peacekeeping doctrines on an independent framework. This project also utilizes graphing techniques to allow users to view more generalized comparisons of doctrine so conclusions might be more readily drawn with regards to specific areas of coverage, areas of doctrine needing to be more fully or less extensively addressed, and the political rationale that may have been used by the nations while developing their respective doctrines. This project may benefit government policy makers on both national and international levels, as well as those members of national militaries as they create, modify, and harmonize their own doctrines for peacekeeping operations.

REVIEW OF RELATED LITERATURE

a. Military Doctrine

Without defining terms, there is no basis for discussion. This is especially true regarding terms used in social science that are not yet firmly established. Hence, this section shall mainly be comprised of clarifying terminology. Military doctrine has been defined as a guiding set of principles which "offer[s] a common perspective from which to plan and operate, and fundamentally shapes the way we think about and train for war."[1] The official Russian definition of military doctrine is "a nation's officially accepted system of scientifically founded views on the nature of modern wars and the use of armed forces in them, and also on the requirement arising from these views regarding the country and its armed forces being made ready for war."[2] Major Noel Patajo[3] of the Philippines Air Force breaks down doctrine in the contexts of the Nature of Doctrine, Military Doctrine, Categories of Military Doctrine, and finally Levels of Military Doctrine.

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[1] Joint Pub 1: Joint Warfare of the US Armed Forces (Washington: National Defense University Press, 1991), 6.

[2] <http://www.1upinfo.com/country-guide-study/russia/russia182.html> on August 17, 2002.

[3] <http://www.paf.mil.ph/af_review/vol2-1/text/defining_doctrine%20by%20PATAJO.htm> on July 24, 2002.

- Doctrine: is a body of principles in any branch of knowledge. It is based on an accumulation of knowledge gained through experience, study, analysis, and test. Doctrine is dynamic. It varies from time to time, situation to situation. As such, it is considered to be the best way of doing things in the present period.

- Military Doctrine: is principles believed and taught as the best way to conduct military affairs. It is an authoritative statement of principles for the employment of military resources designed for continuing applicability in war and peace. It is founded primarily on the result of accurate analysis and interpretation of experience. In areas where there is no real experience to draw on, doctrines are formulated from the extrapolations of experience based on sound judgment, logic, intuition, computer simulation, and sometimes 'gut feeling'. Military doctrines can be very dynamic and should change accordingly with the type of conflict, along with corresponding changes in the environment, political considerations about the employment of military forces, and the doctrine of the threat force in that particular conflict.

- **Environmental Doctrine:** is a compilation of beliefs about the best employment of military forces within a particular operating medium. The Armed Forces operate in three different environments – land, sea, and air – each with a distinct nature and characteristics. The uniqueness of each environment calls for a separate and specific doctrine that embodies the beliefs on how to use land power, sea power, and air power in their respective environments. Environmental doctrine is also known as Single Service Doctrine.

- **Joint Doctrine:** provides guidance for employment of forces engaged in joint operations with the other major services. It

prescribes the best way to integrate and employ air forces with land and naval forces in joint military operations. Responsibility for the development of joint doctrines for certain types of operations is assigned to individual major services. The major service having primary responsibility for the development of doctrine for joint operations does so in consultation and coordination with the other services.

- **Combined Doctrine:** establishes the principles, organization, and procedures agreed upon between a nation and its allies in combined operations. This type of doctrine is normally developed to support mutual defense treaties, agreements, or organizations and promotes compatible arrangements for the employment of forces in combined operations.

- **Strategic Doctrine:** states the fundamental principles for the employment of the armed forces to attain national objectives in peace and war. It serves as a reference or authority for all other doctrines. It provides information for instruction in military service schools; material for public and internal information programs; and positions to support budgetary procurement programs. It establishes the framework and foundation for the effective use of power.

- **Operational Doctrine:** establishes principles and rules governing organization, direction, and employment of forces in the accomplishment of basic combat operational missions in conventional and unconventional warfare, counter-insurgency and special operations, and various military tasks consonant with military preparedness.

- **Tactical Doctrine:** establishes detailed tactics, techniques and

procedures (TTP) that guide the use of specific weapons to accomplish specific objectives. It represents guidance on how forces should be employed in engagements and battles. It should address how to accomplish tactical objectives considering various combat situations such as threat, weather, terrain, and available weapons, and the manner in which these situations influence tactics. [4]

Each of these categories breaks military doctrine down into its more specific components, allowing the reader to see the complexity entailed in this concept. At the service level, for instance, the U.S. Air Force, doctrine is seen not only as fundamental, but as essential; without it, a mission cannot succeed.

Basic doctrine defines the roles and missions of the service, the scope and potential capabilities of its weapon systems. Doctrine lies behind the decisions as to what weapons will be developed and gives guidance as to the relative importance of several competing roles or weapon systems when the time arrives to apportion the invariably inadequate supply of dollars. Doctrine provides the rationale for favoring one weapon system over another. If current doctrine officially placed a higher priority on close support of the ground forces than it granted strategic bombardment, as was the case in the early nineteen twenties, then it follows almost inexorably that the close support mission will be more generously funded; more effort will be invested in developing the weapon systems devoted to close support along with a major share of training facilities, allocations of available manpower and so on. **Doctrine is like a compass bearing; it**

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[4] Major Noel Patajo. <http://www.paf.mil.ph/af_review/vol2-1/text/defining_doctrine%20by%20PATAJO.htm> on July 24, 2002.

gives us the general direction of our course. We may deviate from that course on occasion, but the heading provides a common purpose to all who travel along the way. This puts a grave burden on those who formulate doctrine, for a small error, even a minute deviation, in our compass bearing upon setting out, may place us many miles from the target at the end of our flight. If those who distill doctrine from experience or devise it by logical inference in the abstract fail to exercise the utmost rigor in their thinking, the whole service suffers.[5] (emphasis added).

Military doctrine has existed informally for at least two millennia and was first written down by the Chinese scholar and philosopher Sun Tzu "circa 500-320 B.C."[6] in his famous work The Art of War. Many armies continue to view this manuscript as fundamental, but today's doctrine has become more complex as branches of service become specialized, technology is enhanced, and treaties create formalized legal alliances. Although concepts such as training and unit cohesion and command structures can be traced to Greco-Roman times[7], examples of modern doctrine in use can been seen in the Napoleonic battlefields of Europe when warring armies lined up their troops to take turns volleying musket shots at one another. For that time, this was seen as the appropriate and gentlemanly manner of conducting war. Again, in World War I, doctrine was exhibited by the utilization of trenches, which formed the front lines of the warring

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[5] I.B. Holley, "An Enduring Challenge: The Problem of Air Force Doctrine", p.2.

[6] "Sun Tzu", The Columbia Encyclopedia, Sixth Edition. 2001.

[7] Alexander the Great and the Roman army utilized phalanxes. The Romans also had strict training and discipline and worked in groupings of 100 soldiers, led by a centurion, similar to modern day companies, led by a mid-level officer.

factions. Doctrine was seen in the German *blitzkrieg* of World War II, and in Korea, the doctrine of the *limited war*[8] took center stage.

The roots of modern military doctrine began largely with Clausewitz during the Napoleonic Era.[9] Carl von Clausewitz "(1780-1831) was a Prussian soldier and intellectual…[who] first entered combat as a cadet at the age of 13, rose to the rank of Major-General at 38, married into the high nobility, moved in rarefied intellectual circles in Berlin, and wrote a book which has become the most influential work of military philosophy in the Western world."[10] This "magnum opus", <u>On War</u>, is unquestionably the most important single work ever written on the subject of warfare…The great value

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[8] Limited warfare places nonstandard constraints on the use on military resources, usually due to political considerations. This constraint is not seen in conventional warfare when all resources are utilized to some extent or another.

[9] Some will stretch the modern roots to Raimondo Montecuccoli (1609-1680) who "became a famous captain of the German Imperial Army, writer, military theoretician and philosopher. First, he fought against the Swedish in the 30 Years War. During [a] 3 year long captivity in the castle of Stettino he wrote the famous War Treatise, which in the next 2 centuries was considered essential by the scholars of military history. He led the imperial army in Poland where he definitively defeated the Swedish in 1659. Then he was directed to the east to fight the Turks, who in 1663 invaded Hungary and were threatening Wien. Montecuccoli reinforced his troops and routed Turkish army on 1 August 1664 in the battle of Raab River. In 1672, Louis XIV's French army invaded the German empire crossing the Rhine. He defeated the French troops of Gen.Turenne forcing them to cross back the Rhine; after his retirement due to disagreements with other generals the French won again in 1674, till the emperor recalled Montecuccoli who at the head of the imperial armies routed the French on 20th July 1675 at Altenheim forcing them to retire from the territory invaded. Because of that he was named Prince of the Empire and followed the emperor in Prague and Linz, where he died in 1680." <http://www.italiankits.it/history.html> on August 16, 2002.

[10] <http://www.clausewitz.com/CWZHOME/FAQs.html#What> on August 16, 2002.

of <u>On War</u> is that it integrates a vast range of military concerns (political, strategic, operational, tactical, analytical, historical, and pedagogical) within this fundamental sociopolitical framework. No other coherent body of theory is as effective at interrelating such a wide range of considerations, and none is so flexible in adapting to political and historical change."[11]

More modern and permanent development of military doctrine occurred in the United States during its Civil War (1861-1865) with the issuance of General Orders Number 100 by President Abraham Lincoln[12]. These standing orders covered a wide range of areas including military jurisdiction, martial law, treatment of public and private properties of ally and enemy, safe conduct, truces, spies, traitors, assassinations, insurrections, and numerous other areas. Since General Orders 100, national militaries have developed doctrines to guide and harmonize their actions for future engagements, most clearly evidenced in World War I.

World War I was the first real test of modern military doctrines specific to European nations. The French doctrine of *élan* or "spirit of offense", for example, was a doctrine that was rooted in the Napoleonic era, and failed miserably against the better-

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[11] Christopher Bassford. Review Essay: Carl von Clausewitz, <u>On War</u> (Berlin, 1832) <<http://www.clausewitz.com/CWZHOME/CREV/CWZREV.htm>> on August 16, 2002.

[12] Laws of War : General Orders No. 100 online at <<http://www.yale.edu/lawweb/avalon/lieber.htm>>

trained and equipped German Army in 1914.[13]   After WWI, the Germans began developing their doctrine of the *blitzkrieg*, or lightning-war, the effectiveness of which was readily seen in the beginning years of World War II. The German military was able to develop a doctrine, and then build an arsenal to meet that doctrine's requirements. Other European militaries were still left with antiquated equipment from the prior World War[14] and were unprepared for, not anticipating, nor wanting to believe in the Nazi buildup, as they believed that World War I was "the War to end all wars." The Cold War began after the Second World War between the two superpower nations, the Unites States and the Soviet Union. Along with their allies, they eventually developed doctrines of mutually assured destruction and balance of terror. These doctrines were necessitated and facilitated by technological developments and their military applications; most notably atomic and subsequently nuclear weaponry, long-range missiles, and advancements in targeting and tracking techniques. Both nations built up their defenses through the over proliferation of offensive nuclear weapons, so that if one was launched, even accidentally, the response would ensure the annihilation of both countries.

b. Peacekeeping Operations

From the ashes of the League of Nations, the United Nations (hereafter "UN") was formed in 1945 by 51 nations committed to preserving peace through international

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[13] <http://www.jamesburnett.com/august.htm>

[14] <http://www.kansaspress.ku.edu/corroo.html> on July 17, 2002.

cooperation and collective security.[15]   "According to [its] Charter, the UN has four purposes: to maintain international peace and security, to develop friendly relations among nations, to cooperate in solving international problems and in promoting respect for human rights, and to be a centre for harmonizing the actions of nations."[16]

The focus of this project will mostly cover the UN role in maintaining international peace and security, and more specifically how individual national doctrines aid in the furtherance of this goal. The UN performs this function under Chapters VI (The Pacific Settlement of Disputes) and VII (Action with Respect to Threats to the Peace, Breaches of the Peace, and Acts of Aggression). Although *peacekeeping* is not a term used in the Charter, the concept evolved as a response to crises, and was initially formulated by the late UN Secretary-General Dag Hammarskjöld. It began with the interposition of military and civilian personnel between warring groups or nations. These interpositions were intended to give a form of security to each side from a neutral party, namely the UN. After some stability is gained, negotiations involving the UN would then attempt to solidify the peace through treaties and diplomacy.

The makeup of the military and civilian interveners was always international, a reflection of the UN itself. Peacekeeping became known as Chapter six-and-a-half operations, as it was a peaceful settlement of a dispute (Chapter 6 of the UN Charter) but

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[15] <http://www.un.org/Overview/brief.html> on July 17, 2002.

[16] ibid.

involved military forces (Chapter 7 of the UN Charter). Since 1948, there have been 54 UN peacekeeping operations, 41 of which occurred within the last twelve years, since the end of the Cold War.

With the termination of the Cold War, new instabilities erupted as the system was largely held in check by the countervailing forces that no longer existed. Civil and ethnic wars, along with other types of armed conflict, broke out causing new threats to international peace and security. The types of operations needed have exponentially grown since the United Nations Truce Supervision Organization[17] (UNTSO) in 1948 into full blown complex emergencies including not only military, but "civilian police and other civilian personnel mandated to help create political institutions and broaden their base, working alongside governments, non-governmental organizations and local citizens' groups to provide emergency relief, demobilize former fighters and reintegrate them into society, clear mines, organize and conduct elections and promote sustainable development practices."[18]

As the demand for research and development within disciplines grows, complexity does as well and the appropriate terminology is more precisely defined. The need to explain and define terms in a project such as this becomes essential.

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[17] UNTSO was the first UN peacekeeping operation and was set up in 1948. <http://www.un.org/Depts/dpko/missions/untso/index.html> on December 4, 2002.

[18] <http://www.un.org/Depts/dpko/dpko/intro/2.htm> on July 17, 2002.

Again, definitions are vital to understanding. Peace Operations[19] often are called by the general term *peacekeeping*. For the sake of clarity, this study will make use of the definitional structure promoted by the Conceptual Model of Peace Operations (CMPO) developed at the Peace Operations Policy Program at George Mason University. The terms themselves are never actually utilized in the United Nations Charter. The CMPO currently delineates four sub-categories of Peace Operations; including peace making, peace building, peacekeeping, and peace support. The types of military actions involved in each of the operational sub-groups include;

- **Peace Operation** - an intervention into a complex contingency of a natural or man-made nature (or both) for the purpose of maintaining or restoring peace. This is a broad concept made up of the following:

- **Peace Making** - acting to identify, address, and transcend incompatibilities, and to bring contending parties to agreement. Examples include formal negotiation, mediation, and arbitration.

- **Peace Building** - acting to create a structure of peaceful, equitable, and interdependent relations between people in, and among, societies. Examples include assisting in the training/equipping of national militaries to promote self-sufficiency.

- **Peacekeeping** - acting to control the security environment in, and around, the territorial space affected by contending parties'

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[19] Also known as Peace Support Operations and Multi-National Peace Support Operations

incompatibilities. Examples include interposition and observer missions.

- **Peace Support** - acting to provide logistical, administrative, and human support to the overall peace operation. Examples include Conflict prevention, demobilization operations, military assistance, humanitarian relief and guarantee or denial of movement.

- **Peace Enforcement** – A subcategory of peacekeeping involving collective security actions conducted by air, sea, or land to maintain or restore international peace and security. Specifically it is the application of force or the threat of its use, pursuant to international authority, to compel compliance with generally accepted resolutions or sanctions. [20] This is a non-consensual intervention. Examples include Enforcement of Sanctions and Direct Intervention.

Although this is not an exhaustive list of names delineating various aspects of a peace operation, it clarifies the terminology for this study and provides an idea as to what specific military actions may be involved in the various sub-groups.

Chapters VI and VII of the Charter point back to Article 1 where the main goal of the United Nations is stated: "to maintain international peace and security". These two chapters tell specifically what methods that the UN may utilize in maintaining that international peace and security it was set up to protect. Chapter VI provides for the

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[20] Allison Frendak, CMPO Function Descriptions.

pacific settlement of disputes through interventions, mediations, negotiations, arbitrations, and observation, et al. This is non-coercive and consensual, and these methods "encourage" a nation to assist in maintaining that peace. Chapter VII is coercive in nature and allows the United Nations to step in when there is a breach of the peace or outright aggression against a sovereign nation. Methods that the UN may employ under this chapter include economic and political pressure, but also **military intervention and the use of force and are often non-consensual.**

Peacekeeping was the first development under Chapter VI (called Chapter six and a half by UN Secretary General Dag Hammarskjöld). This involved the presence of troops in an area, with consent of the factions, to keep the peace. The theory was that the presence of a neutral military force would keep both sides from feeling insecure and striking out. Hence UN Peacekeeping was born. Nevertheless, after the cold war ended, the apprehensions that kept a tenuous peace disappeared, and other threats to peace erupted. Consequently, peacekeeping evolved into a more developed concept and peacekeeping became a sub-grouping under Peace Operations along with peace making, peace-support, and peace building. (Note: As this field develops, more specificity is gained with relation to the types of operations as well as their names. See Appendix A for definitions of other types of operations in the spectrum of Peace Operations).

b. The Relationship between National Military Doctrines and Peacekeeping

As UN peacekeeping operations are by definition military in nature, the question of doctrine arises as it pertains to all three levels of military doctrine. Normally, as the

UN, and more specifically the Security Council, is the authorizing and governing body, the strategic level doctrine and much of the operational level doctrine is determined within the Security Council Resolution. In addition, some operational level doctrine may be prescribed by the Resolution, but as these UN operations are multi-national, the major question of doctrine is that of compatibility. Can two, five, or twenty-five different national militaries work together in a manner that is dynamic, effective, and cost-effective without a certain level of harmonization of their military doctrines? Also pertinent to this relationship is national training doctrines for militaries. It has been said that soldiers are trained to kill, not to keep peace. While historically correct, conquering armies throughout history have had occupying units designed to maintain law and order such as the Roman Army in the Palestine and the British Army in India and Colonial America. The late Dag Hammarskjold remarked that "peacekeeping is not soldiers work; but only soldiers can do it."[21] Recognizing the fact that there is a certain dysfunctionality inherent in peacekeeping, he strongly affirmed the need for it.

Technology also plays a part in national doctrines as they pertain to peace operations, in that if a military force does not have the capacity to conduct de-mining, for example, they will not usually have doctrine related to that function and hence cannot perform it. This type of issue ought to be considered when requesting nations to enter a peace support mission. For example, the North Atlantic Treaty Organization (NATO) has well defined military doctrine and strong technological and military capabilities due

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[21] Michael Smith, <http://www.irlgov.ie/defence/speech/jn153.htm> on August 17, 2002.

to the nature of the alliance. In the Balkan wars of the early 1990s, NATO was able to be utilized in part because of their level of readiness, doctrinal cooperation, and multi-national status.

Doctrine is important in multi-national peace operations as it provides a form of communication between cooperative militaries within the mission. Established doctrine is essential to establish communication so, for example, a US command unit will know how a Canadian infantry unit will respond in any given situation; or so a UK de-mining team will be able to safely work with French and Pakistani de-mining units. It is also essential on the individual level as well. The Jordanian soldier that becomes separated from his unit out in the field should know what type of Search and Rescue deployments to expect, and likewise the Search and Rescue Teams should know what actions the separated soldier would undertake. This is tactical level practicality that doctrine affords a military organization, even if it is an ad hoc multi-national organization specifically designed to implement a UN Security Council mandate for a peace operation.

IMPORTANCE OF COMPARING DOCTRINES

a. Functional Areas of Coverage

Doctrine as it relates to peace operations is important, as shown above, but what is also important in a peace operation is that the military composition of the mission is suited to perform the mandate. If the mandate for a certain mission is to defend a *safe area,* then the units assigned to perform that task must be suited to repel any sort of expected attack. In Srebrenica in 1995, the Dutch Battalion (DutchBat) assigned to protect the UN designated safe area in eastern Bosnia was wholly unequipped for such a mission given the ethnic cleansing taking place in that area and the accompanying ethno-political strife that was occurring between the Serbians, Bosniaks, and Croats. The relative sizes of the warring factions to the DutchBat as well as the mission mandate and Rules of Engagement are the most notable contributors. If, for example, a Canadian attack helicopter unit was deployed with the task of assisting DutchBat in defending the safe area, the mission may well have been able to prevent the massacre that occurred in Srebrenica. Knowledge of the situation-at-hand and the capabilities in-hand is vital to the success of a mission. Comparing the Canadian doctrine pertaining of that helicopter unit would have been important in order to determine if it would have been complementary to the DutchBat.

In the same right, it would be useful to compare overall military doctrines as they pertain to multi-national peace operations as doctrines are guided by political agendas in the nation sending a military unit to a peace operation. Doctrinal comparison would allow the United Nations or Organization for Security and Cooperation in Europe[22] (OSCE) to determine, prior to establishment of a mission, what countries might be best suited to undertake that mission by examining what types of functional areas of coverage[23] each potential participant could offer to the mission.

The benefit to the peacekeeping community at large of being able to observe functional areas of coverage that are determined by established national doctrine is obvious. It could allow for a form of "specialization of labor" in a military sense; and perhaps achieve a level of efficiency for the international peacekeeping community. If the United Kingdom was well suited to conduct disarmament-type missions and the UN needed that sort of component in their mandate, they could specifically request these services of the UK. Likewise, if the United States performs surgical air strikes very well and does not prefer to conduct disarmament missions, the individual components could

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[22] The OSCE is another international political unit that may authorize a peace operation

[23] Functional areas of coverage would consist of, for example, mine clearing, disarmament, surgical strike capacity, road re-construction, repair of housing and pipelines, etc.

[24] This work is Adam Smith's magnum opus that provided the basis for the modern capitalist system, and especially significant is his idea of the specialization of labor. Smith uses the example of a pin-maker to clarify his notion of specialization. If the same pin-maker has to make the entire pin, he is not as productive as if there are several who each do smaller, more specialized tasks. The productivity is multiplied exponentially.

be assigned with respect to those abilities and preferences.

Coverage in various functional areas could be viewed as existing along a spectrum, from unnecessary or insignificant coverage to excessive coverage. A graph displays this spectrum of the mission complexity versus functional coverage, and represents the Quality of Coverage, in Figure 1.
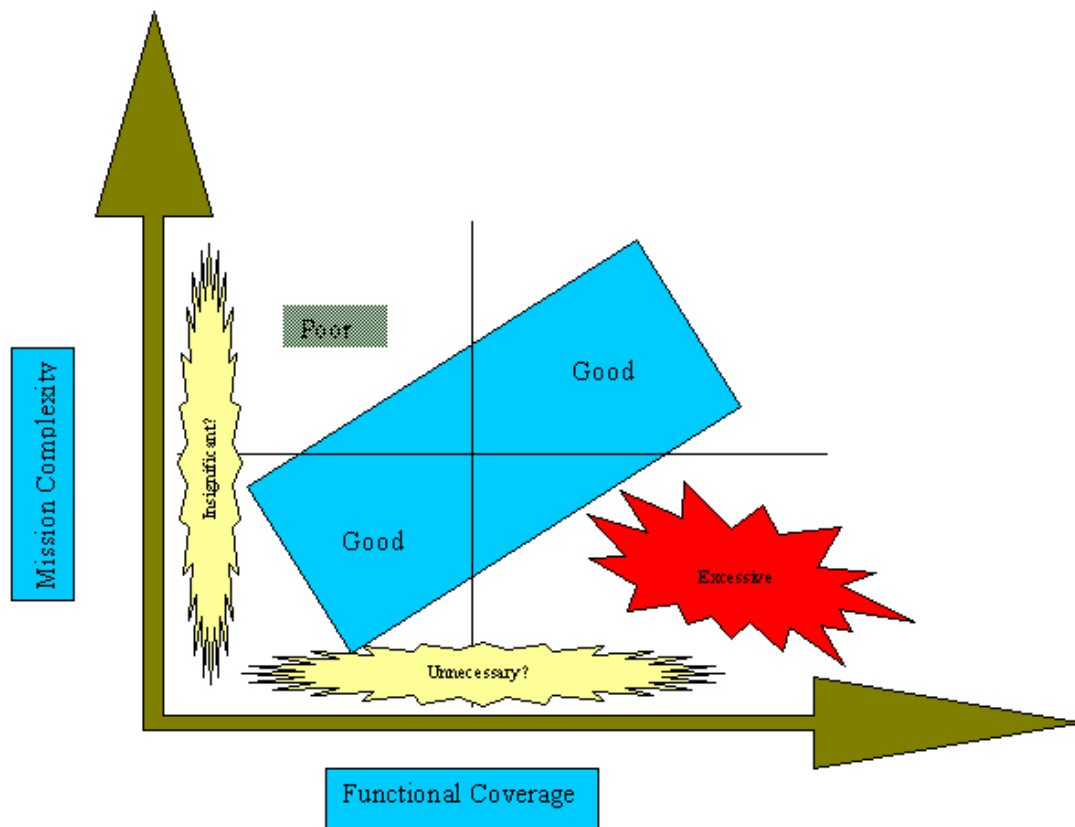

Figure 1:
The Relation of Mission Complexity to Functional Coverage
and Resultant Coverage Quality

b. Strengths and Weaknesses

Comparing existing national doctrines allows the peacekeeping community to see the strengths and weaknesses of their respective doctrines. This comparison can provide a basis for critiquing, analyzing, updating, reforming and improving that doctrine. Doctrine is authoritative, but judgment must be used in application.[25] Doctrine is also malleable, and can be changed to meet changing needs, and must not be allowed to stagnate. By comparing doctrines, each military will be better equipped to analyze the suitability and effectiveness of their doctrines, regardless of the doctrinal level examined.

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[25] DoD definition of "doctrine": at http://www.dtic.mil/doctrine/jel/doddict/data/d/01713.html

METHODOLOGY

a. Case Set

This project began in the summer of 2001 while the author was interning at the United Nations Department of Peacekeeping Operations. There the author had unique access to numerous military advisors who made it possible to secure the pertinent segments national military doctrines, namely, those segments that discuss the various nations' military operations within the context of multi-national peacekeeping operations. This venue allowed the initial requests for assistance in this matter to be very broadly based.

In order to be of use, the author established four requirements that the respondent nations' doctrines had to meet. The doctrine had to be formal, written doctrine. This allowed for across the board verification of said doctrines as national military policy. Secondly, the doctrine had to be peacekeeping[26] specific. This shows a certain level of intent, planning, and motivation on the part of the nation. Thirdly, the doctrine needed to be in a language that the author could comprehend, specifically English. This may seem to burden the assisting national military liaison, but the author did not have the ability to obtain translations of doctrines provided in different languages. Finally, the liaison

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[26] Also acceptable would be Military Operations Other Than War (MOOTW), Peace Operations, or specific Joint doctrines for multi-national operations.

officer of the potential assisting nation had to be willing to provide the doctrine to the

researcher, i.e. the doctrine had to be unclassified and generally available.

The following countries were contacted requesting assistance[27]:

Austria	Norway
Bangladesh	Pakistan
Canada	Russia
Denmark	Singapore
France	South Africa
Greece	Spain
Hungary	Sweden
India	Thailand
Italy	Turkey
Jordan	United Kingdom
Malaysia	United States

Figure 2 shows the breakdown of the respondent countries and their relation to the four

requirements as of June 2001. An "X" in the corresponding box indicates that the specific

requirement was not met by that country.

	Written Doctrine	PK Specific	In English	Un-classified
Austria		X		
Bangladesh		X		
Canada				
France		X		
Greece		X		

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[27] The nations are listed alphabetically and do not represent any order of contact, reply, or any other status.

Hungary		X		
India		X		
Italy		X		
Jordan		X		
Malaysia		X		
Pakistan		X		
Russia		X	X	
Singapore		X		
South Africa				
Spain		X		
Sweden				
Thailand		X		
Turkey				
United Kingdom				
United States				

Figure 2: Countries Doctrinal Compliance with the Four Criteria for Inclusion in the Population

Canada, South Africa, Sweden, Turkey, the United Kingdom, and the United States were the only countries that met the project case set requirements. Russia was an interesting case as it did have established written doctrine in English, but it was more or less an overall strategic doctrine and not peacekeeping specific. Russia's peacekeeping

specific doctrine was in draft form at the time, and only available in the Russian language. Spain did have formal written doctrine, but the peacekeeping aspect was part of the overall strategic doctrine. Turkey also presented a unique situation as NATO doctrine[28] is utilized for peace operations. NATO doctrine is basically a derivative of U.K. doctrine, and as it was not a national military doctrine, Turkey was not included in the population.

Canadian contacts responded by providing an electronic copy of <u>Peace Support Operations/Opérations de Soutien de Paix</u>, which was at that time still in its first draft version. South African contacts responded by providing a hard copy of the now approved White Paper entitled <u>Draft White Paper on South African Participation in International Peace Missions</u>[29] dated April 1998. Another contact provided <u>Swedish Joint Military Doctrine for Peace Support Operations</u>. Contacts within the United Kingdom provided hard copies and electronic versions of <u>United Kingdom Peace Support Operations Doctrine : Joint Warfare Publication 3-50</u>[30]. Contacts within the United States provided U.S. Field Manual 100-23[31] and a draft version of Joint Publication 3-07:

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[28] NATO doctrine is already multi-national in scope due to the nature of the organization and is not currently included in this study.

[29] This White paper was approved by the South African Cabinet on 21 October 1998 and tabled in Parliament 24 February 1999. An electronic version can be found at http://www.gov.za/whitepaper/1999/peace_missions.htm , http://www.dfa.gov.za/docs/peace-ind.htm , or http://www.polity.org.za/govdocs/white_papers/peacekeeping.html and several other online locations.

[30] This is also known simply as JWP3-50.

[31] This FM is also known as Joint Publication 3-07.3: Peace Operations.

Joint Doctrine for Military Operations Other Than War.

It is obvious that the population selected for the case set highly represents Western nations. This is an acknowledged weakness of this project. This over-representation is partially due to the developed nature of the militaries within each of these countries, causing them to be naturally included in the population of the study. It is also acknowledged that the twenty-two countries from which assistance was requested is not a comprehensive representation of all countries that have militaries and undertake peacekeeping operations. This factor was, and remains, limited by the researcher's time constraints. In fact, it seems possible that every country could be polled to see if they fit the project requirements. Also, the requirements may be adjusted to include those who speak languages other than the English which constrained this author, or have the resources to have translations of doctrines in written form, or have access to more national doctrines than this author. By adjusting any of the criteria, the number of participating countries potentially involved in the case set for another study of this type could be increased substantially. The increase would also likely have the effect of including more non-Western nations in the study, hence making it more broad-based and inclusive.

b. Framework

This study sought to create a method to compare national military doctrines that can be easily utilized and would be relatively complete in its analysis of the available population. A frame was needed to coordinate the doctrines of the respective countries

and their authoritative documents with individual functions performed in a peacekeeping operation. The Conceptual Model of Peace Operations, or CMPO, was selected to perform this task.

The CMPO, pronounced *sim-po,* is best described by Allison Frendak, a research associate at George Mason University's Peace Operations Policy Program (POPP). She states that the CMPO :

> …is a framework for examining, planning, and analyzing that environment, or domain, established when the international community intervenes in a conflict zone. It captures the processes, functions, tasks, relationships, and organizations involved in an operation. Program on Peacekeeping Policy (POPP) staff initially derived the framework from the Conceptual Model of Command and Control (CModC2), a Defense Advanced Research Projects Agency model, in early 1995. Since then, several workshops have gathered together experts and analysts within the field to ask pertinent questions about the domain of peace operations. Why are peace operations conducted? What makes them different from other operations? What are their component parts? How are they internally arranged? What elements are needed and how do these elements interact? Research projects funded by World Vision International, NATO Consultation, Command and Control Agency, and the U.S. Pacific Command, for example, have resulted in further elucidation of the model and its use for concrete matters. In the first instance, CMPO was utilized in a facilitated problem-solving setting in Liberia during 1997 so that leaders could discuss planning for upcoming elections. Using CMPO and techniques of operational research, POPP developed task analyses for peacekeeping, conflict prevention, peace enforcement, and peacekeeper extraction missions between 1997 and 2002 for NATO Consultation, Command and Control Agency's effort to devise rational force structure templates for peace operations. And here,

certain elements of CMPO were extracted by the U.S. Pacific Command to develop its Peace Operations Support Tool (POST) for planning during the Cobra Gold 02 exercise.[32]

CMPO is now in its fifth iteration and is called CMPO 5.0.

The specific part of the CMPO utilized in this study is its functions list. CMPO functions group common tasks that could be involved in any peace operation on multiple levels; to include individual, small group, operational, headquarters, theatre, and directive.[33] The CMPO is a computer resident multi-dimensional model and only portions, including functions, can adequately be produced in hard copy. An example is illustrated in the following chart:

ID	CMPO 5.0 Function
3	**Peace Operations**
3.2	***Peace building***
3.2.1	*Humanitarian Assistance/Disaster Relief*
3.2.1.1	Provide for Food
3.2.1.2	Provide for Water and Sanitation
3.2.1.3	Provide for Medical Care
3.2.1.3.1	Provide Public Health and Welfare Surveillance
3.2.1.3.2	Provide Medical Services
3.2.1.3.3	Provide Public Health Services
3.2.1.3.4	Provide Mental Health Services
3.2.1.4	Provide for Clothing

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[32] From short paper entitled "The Conceptual Model of Peace Operations (CMPO)" by Allison Frendak.

[33] From paper "Functional Requirements for Peace Operations Training Systems" by David F. Davis.

3.2.1.5	Provide for Shelter
3.2.1.6	Provide for Additional Assistance
3.2.1.7	Conduct Search and Rescue
3.2.1.8	Provide Veterinarian Services/Vector Control

Figure 3: CMPO 5.0 Example of Humanitarian Assistance/Disaster Relief.[34]

It is the straightforward, logical, and concise method of delineating items that may need to be performed in a peacekeeping operation that make this model so practical for doctrinal comparison. The flowchart on the following page displays the same segment of the CMPO in a straightforward manner.

Second, an interface needed to be selected so that those individuals or organizations requiring comparison of doctrine may readily see where comparisons lie. The charting utility employed ideally should be readily available or in a standardized format for those wishing to make use of the framework; it should be easy to use; it should be able to manipulate and graphically represent data; and finally the charting utility should allow for relatively easy updating of the data, including both CMPO revision and doctrinal modification. Based on the preceding recommendations, the most compatible format would be computer based and employ a Microsoft Excel based chart. Excel is a database program that operates on an IBM-based Personal Computer (PC) or Apple Macintosh computer. The operating systems required by Excel are limited to Microsoft Windows and Mac OS.

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[34] From short paper entitled "The Conceptual Model of Peace Operations (CMPO)" by Allison Frendak. This CMPO function list can be seen in flowchart form on the next page.
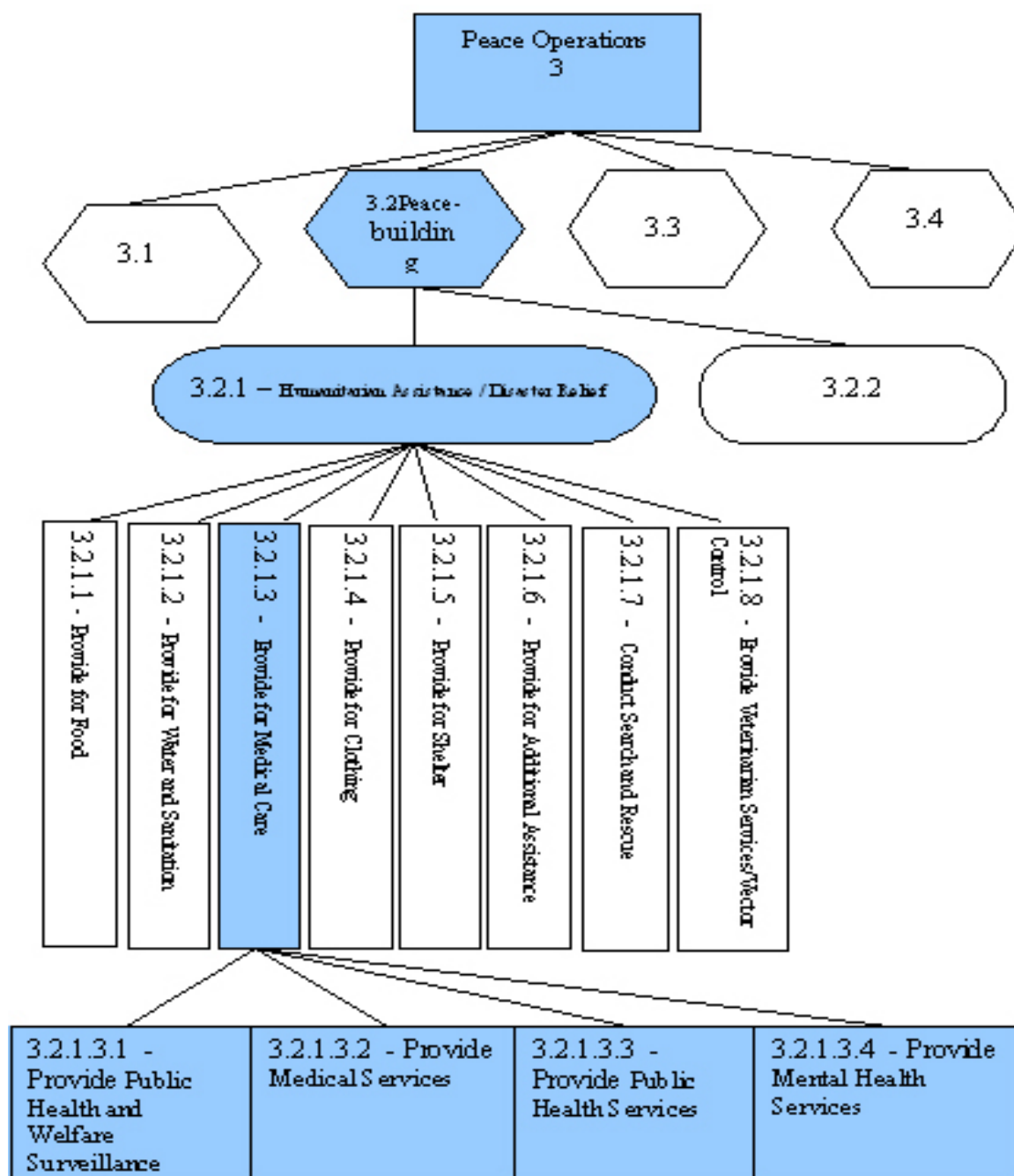
Figure 4: Example of CMPO in Flowchart Form

In its completed form, the spreadsheet has the CMPO functions listed down the left side of the sheet and has further identifying categories and nations represented across the top of the chart. The following example is an example of the framework:

ID	CMPO	CMPO Parent ID	Name	U.K.	U.S.A.	Canada	Sweden	South Africa
1	3	1	Peace Operations					
2	3.1	1	Peace Making				▣	
3	3.1.1	2	Non-Adjudicatory Processes					
4	3.1.1.1	3	Negotiation	▣	▣	▣	▣	▣
5	3.1.1.2	3	Mediation			▣	▣	
6	3.1.1.3	3	Inquiry					
7	3.1.2	2	Adjudicatory Processes					
8	3.1.2.1	7	Arbitration					
9	3.1.2.2	7	Adjudication					
10	3.1.3	2	Confidence Building Measures				▣	
11	3.1.4	2	Status					
12	3.1.4.1	11	Civilians					
13	3.1.4.1.1	12	International					
14	3.1.4.1.2	12	Local					
15	3.1.4.2	11	Forces					
16	3.1.4.2.1	15	International					
17	3.1.4.2.2	15	Local					
18	3.1.4.3	11	Territory/ Borders					
19	3.1.5	2	Verification	▣	▣	▣	▣	▣

Figure 5: Example of Framework Design for National Peace Operations Doctrines.

The categories included across the top include ID, CMPO, CMPO Parent, and Name. As can be seen in the above example, the nations represented include Canada, South Africa, Sweden, the United Kingdom, and the United States of America.

ID – Represents a framework specific number

CMPO – represents the CMPO specific number, which corresponds to the actual

CMPO and the respective function level within it.

CMPO Parent- refers to the ID number of the parent level function above the particular function referenced.

Name – refers to the actual name of the specific function that is derived from the CMPO.

Flag/Country name – refers the country whose peace operations doctrine is to be examined in light of the CMPO categories on the left of the database.

After the database was designed, the next step was populating the database, and actually showing where there was correspondence between the represented nation's peace operations doctrine and CMPO functions.

c. Data Generation

The process of generating the actual data for the spreadsheet was straightforward. The generation process assumed possession of the respective national doctrines and good working knowledge of the delineated CMPO functions. Each country's peace operations doctrine was evaluated and cross-referenced with the list of CMPO tasks to determine if there was correspondence between the doctrine and the tasks. This was crosschecked to ensure accuracy. On occasions where it was determined that there was correspondence (either positive of negative)[35] the corresponding nations flag was utilized as a placeholder within the database. Another helpful feature of the Excel spreadsheet is the ability to insert comments into individual cells of the database. This feature allowed comments to

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[35] Positive or negative correspondence indicates that the national doctrine advises certain tasks that correspond to a specific CMPO task, or advises against certain tasks corresponding to CMPO tasks, respectively.

be added indicating the respective authoritative document and location that discusses the corresponding CMPO task for future reference. This process was repeated for the entire national doctrine. This process was repeated to ensure accuracy.

After completing the first country's doctrinal examination, this same process was completed for each national doctrine making up the study. Although this process was subjective, and based upon the author's interpretation of each doctrine, correspondence to the CMPO functions should be apparent.[36] The nature of this comparison is non-scalar. There is no assessment of degree of correspondence, but merely correspondence or lack of correspondence. Correspondence herein includes even a mere mention of the CMPO task, even if only to assign the function to a non-military entity, such as UNHCR.[37]

The benefit of this Excel spreadsheet format is that it allows fellow researchers easy viewing of correspondence of the five countries' national doctrines in relation to each other and the CMPO. The format also allows researchers to easily locate specific sections within each nation's doctrine as it pertains to the CMPO or other included doctrines. Figure 6 is an example of the final version of the spreadsheet format showing a corresponding note identifying the location of the corresponding doctrine. Notes in an Excel database are hidden by default. This means that the presence of a notation will be

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[36] Any comparison of this nature will have a subjective component. However, most comparisons should be obvious, for example, if a national doctrine is referring to the work of non-governmental organizations in the field and their interaction with national officers, there is a correspondence to the CMPO function of "Support to NGO's".

[37] UNHCR is the acronym for the United Nations High Commissioner for Refugees.

shown by a small red triangle, located in the upper-right hand corner of the relevant cell. To view the note, the cursor should be placed over the red triangle. To permanently display a note, the users can right-click a specific cell and then left-click *Show Comment.*

ID	CMPO	CMPO Parent ID	Name	U.K.	U.S.A.	Canada	Sweden	South Africa
1	3	1	Peace Operations					
2	3.1	1	Peace Making				🇸🇪	
3	3.1.1	2	Non-Adjudicatory Processes					
4	3.1.1.1	3	Negotiation	🇬🇧	🇺🇸	🇨🇦	🇸🇪	🇿🇦
5	3.1.1.2	3	Mediation			🇨🇦	🇸🇪	
6	3.1.1.3	3	Inquiry					
7	3.1.2	2	Adjudicatory Processes					
8	3.1.2.1	7	Arbitration					
9	3.1.2.2	7	Adjudication					
10	3.1.3	2	Confidence Building Measures				🇸🇪	
11	3.1.4	2	Status					
12	3.1.4.1	11	Civilians					

Sweden: Joint Military Doctrine for Peace Support Doctrine, section 4-7, para. 13d (Supervision of Truces and Cease Fires); para. 12 (Observation and Monitoring)

Figure 6: Example of Populated Cells, Corresponding Notes, and Displayed Note

This system easily allows users to see the CMPO function and the specific nations' doctrine corresponding to that function, as well as the notes providing the specific location of that doctrinal authority.

d. Data Graphing

Microsoft Excel has adequate capacity and functionality for generating graphs from entered and subsequently calculated data. Raw data is entered and manipulated by the program and is graphically displayed for easy viewing. The Excel program was able to process and display all individual functions down to sixth and seventh tiers.

The most efficient and user-friendly graphic presentation for this data is the bar graph. The bar graph allows researchers to see areas of correspondence in a simple manner. This allows inferences to be drawn based on these levels of correspondence with reference to individual country's views of peacekeeping, their roles in that capacity, and the importance of certain tasks or functions. Military doctrine often reflects the administrational guidelines of the time. Hence, output of the data from the spreadsheet was primarily in bar graph form, although some pie charts have also been included.

Excel's Chart Wizard was used to graph data. Data ranges were entered into the Wizard and each chart was created automatically. One area that the researcher noticed was a problem was that the chart wizard can not tabulate graphics, so the placeholder flags utilized on the "display sheet" were removed and replaced with the number "1". This second chart was named the "tabulations sheet". All data for the graphs is drawn from the tabulations sheet. When updating the data in this program, both the "display sheet" and the "tabulations sheet" must be updated as there is no automatic method to link a pictorial (the flag) change to a numerical change. Changes on the "tabulations sheet," will automatically generate changes on the bar and pie graphs.

On the tabulations sheet, the first calculations added were the sub-levels

compliance. The sub-levels consist of 3.1 Peace Making, 3.2 Peace Keeping, 3.3 Peace Building, and 3.4 Peace Support. Each nation's percentage of correspondence was calculated by summing the total number of 1's in the appropriate column between rows 4 and 29, and dividing that number by the total number of peace making functions in the CMPO. Therefore, the calculation looked like this, for the U.K.

*Total number of corresponding functions for peace making (E4+E5+E6…E29) = 2

*Total number of functions (E4 to E29) = 25

*Percentage of Correspondence (2/25) = 8%

These calculations were completed automatically by Excel when told to do so in the individual cell. Subsequent calculations were made for Peacekeeping, Peace Building, and Peace Support using the same formulas for U.K. and the rest of the included nations. The results can be seen on the tabulations sheet from D289 to I292. A subsequent set of data was generated by figuring the remainder of the data from 100%.

For example, if the U.K. Peace Making (category 3.1) correspondence was 8%, then non-correspondence was 92%. These calculations were again completed for each category (3.1-3.4) and for each nation. The results of this calculation can be seen on the tabulations sheet from D296 to I303.

Also added to the tabulations chart was a column for "frequency of correspondence", which was calculated by adding the number of nations that corresponded to a specific function and dividing by the total number of nations possible. Compliance would be displayed in percentage, and as there are five nations, possibilities

would be 0%, 20%, 40%, 60%, 80%, or 100% compliance. The results of these calculations are located on the tabulations sheet from cells J3 to K285. This calculation then makes it possible to figure overall correspondence by averaging the percentages of correspondence. The resultant number is 30%, and can be located on the tabulations sheet in cell K286.

Overall, national correspondence is also depicted on the tabulations sheet. This is calculated by adding the amounts in the cells in each nation's column and dividing that figure by the number of functions (which is 281). For example, there were 92 instances of correspondence by South Africa; divided by the 281 possible instances of correspondence, resulting in a percentage of 32.6%. The results of this calculation can be seen on the tabulations sheet in cells D286 to I287. This calculation can be confirmed by adding the rates of national correspondence and dividing by 5. This result can be seen on the tabulations sheet cell K287.

The overall graph is displayed on sheets numbered "1" and "2" because data could not be made to fit on one sheet. The resultant bar graph gives an overall view of the correspondence of the national doctrines with the CMPO 5.0. Although best seen in the spreadsheet itself on spreadsheets named "Overall Chart 1" and "Overall Chart 2", the first sheet of the graph is seen below in figure 7:

National Doctrinal Correspondence with CMPO 5.0 (part 1)
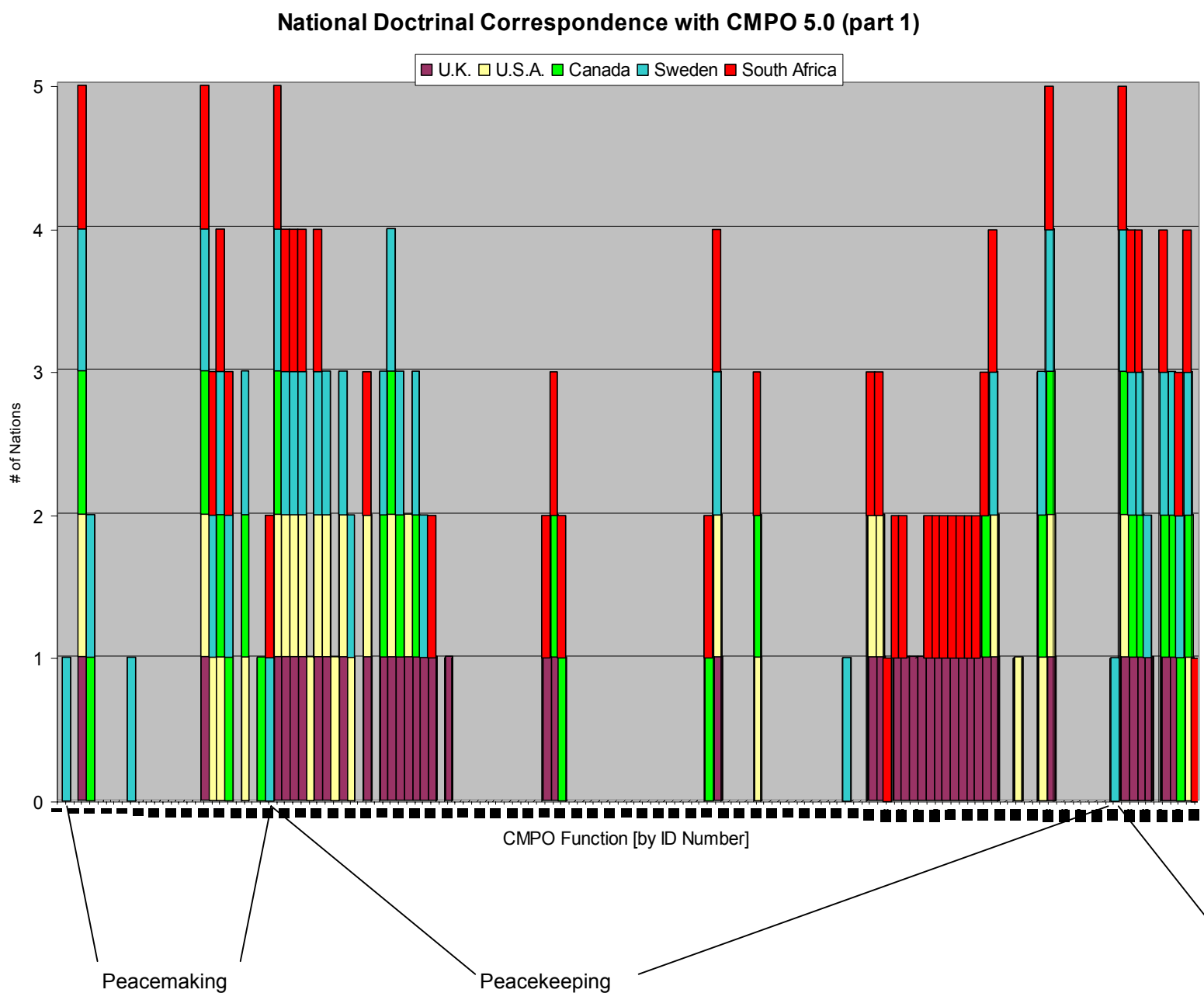
Figure 7: Overall Correspondence Chart, part 1.

Part 2 of the Overall Correspondence Chart is seen in Figure 8 below.

National Doctrinal Correspondence with CMPO 5.0 (part 2)

■ U.K. □ U.S.A. ■ Canada ■ Sweden ■ South Africa
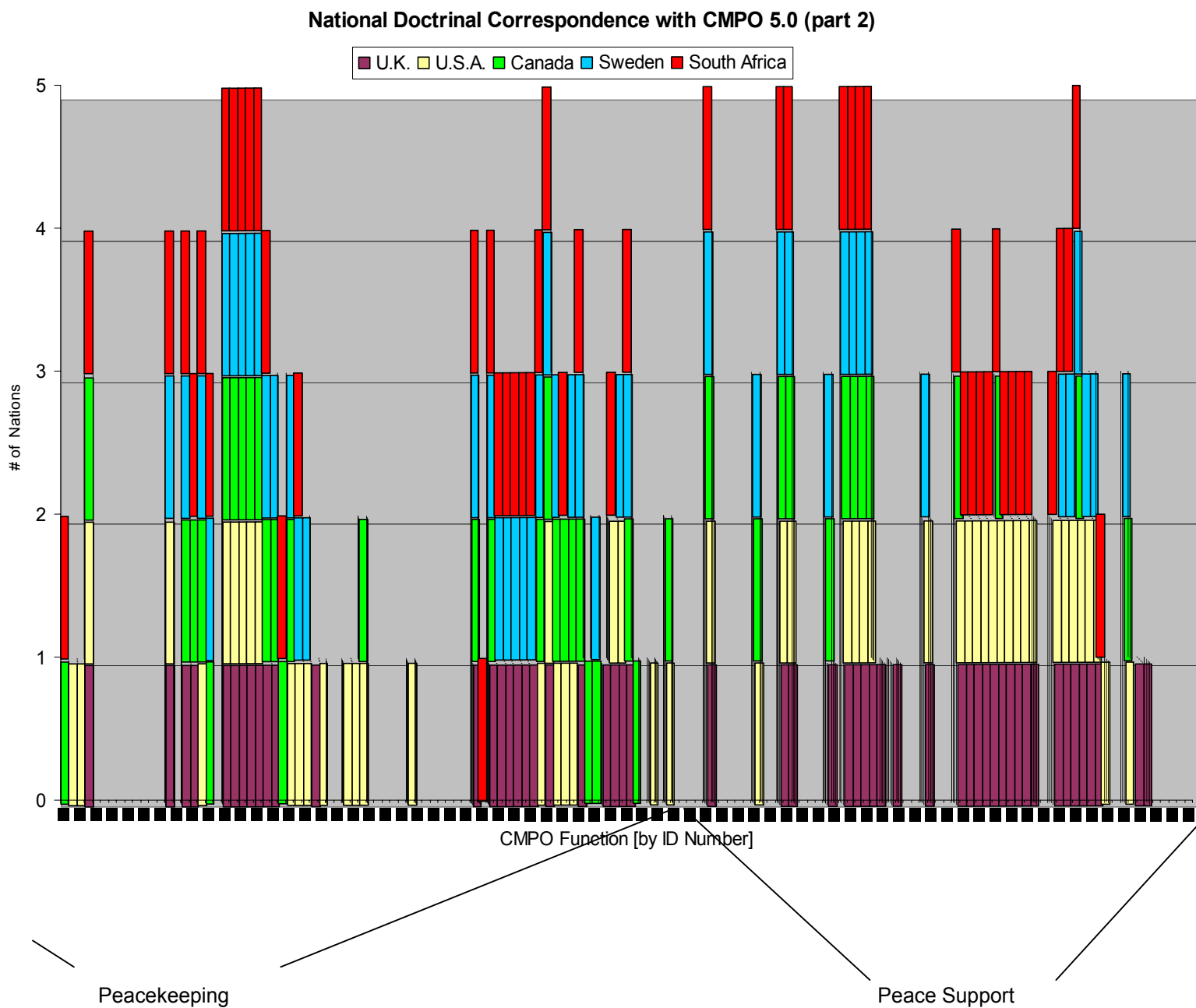
Figure 8: Overall Correspondence Chart, part 2.

In figures 7 and 8, the graph makes seeing the areas of correspondence with the CMPO 5.0 and each nation's doctrine rather effortless. This format allows subsequent

users to create their own graphs based on the existing data. An example of another simple graph not provided in this project would be a bar graph of only the U.S. correspondence to the CMPO 5.0. A graph such as this would more clearly allow the user to see the represented data solely as it relates to the CMPO. This sample graph can be seen in Figure 8 below.

Example of U.S. Doctrinal Correspondence with CMPO 5.0

Figure 9: Sample Graph of U.S. – CMPO Correspondence Alone

Although this graph is not one included in this project, it is rather easy to create based on the data found herein. This graph allows the user to see the relation of the CMPO to U.S. doctrine for peacekeeping operations. One can then use this relationship to see that there is no correlation with current U.S. doctrine and CMPO function ID 66 ("Rebuild Police"). There are various reasons why U.S. doctrine does not address this function. The primary reason is that the U.S. military has not typically had the role of

rebuilding indigenous police forces, and in fact has laws restricting[38] the use of U.S. government representatives in foreign police training. Another reason this function is not addressed by U.S. doctrine is that the U.S. military is primarily a war-fighting army as opposed to a peacekeeping army, and this function is considered by the U.S. government to be a peace-building function. The current U.S. administration has indicated that it is not interested in peace-building efforts. Based on current U.S. foreign policy, and law, it is understandable that there is no correspondence between U.S. doctrine and CMPO function ID 66. This type of analysis can be applied to each participating country's doctrine using the tools developed in this project.

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[38] In 1973 the United States Congress banned US funding of foreign police training after the discovery of grave human-rights abuses by US trained police officers in Vietnam and South America. Despite this, these training programs have grown. <http://www.foreignpolicy-infocus.org/papers/miltrain/overview_body.html> on November 21, 2002.

INTERPRETATION OF RESULTS

The results of the preceding process provide a basis upon which to draw conclusions about the examined national doctrines' correspondence with the CMPO. Lack of correspondence can likewise be determined through review of this data. Coverage and lack thereof could be ascribed to a country's political stances, military specialties, and traditional military preferences. In addition, the dispersion of coverage may be due to certain structural, pragmatic, constitutional or legal constraints.

This section is not intended to cover all possible interpretations of data, but to represent some possible interpretations. The purpose of this project was to develop a method for those in the field to compare and contrast their own doctrines with relation to an external set of guidelines. Hence, conclusions that are drawn in this work are intended for demonstrative purposes only.

The implications of the results of the study are several. First, it demonstrates the levels of coverage of the study population. For example, as there are only five countries included in this study, it can easily be determined that a certain function has no coverage, if no national doctrine speaks to that function. Such a case occurs in relation to CMPO ID 191 (Customs and Border Patrol). In addition, coverage can be considered universal[39] if all five nations' doctrines speak to a particular function. Other terms may be used to

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[39] For the purposes of this study.

denote coverage by only one nation through coverage by four of five.[40]

Second, policymakers of nonparticipating countries can see how their peace operations doctrine measures up to those studied. It also allows them along with participating nations to ascertain where their doctrines may need to address additional functions.

Third, since there is a very strong correlation between a nation's peacekeeping/peace-building/nation-building, and military doctrine and CMPO functions, small changes in doctrine could be implemented to change national policy, or to bring its doctrine into alignment. For example, if a nation's policy states that its funds and military may not be used to provide housing for refugees, but notwithstanding this policy, this activity is a field-level practice, this policy could be addressed politically to align policy and practice. Alternatively, if a nation's policy states that the military may be used to provide housing for refugees, yet that nation does not engage in this activity in the field, again, policy and practice could be addressed to bring them into harmony.

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[40] Suggested: 0 agreement = no coverage; 1=minimal coverage; 2 = poor coverage; 3 = majority coverage; 4= good coverage; 5=universal coverage.

CONCLUSION

In conclusion, this paper sets forth the design wherewith this researcher carried out this project. All fluctuations from the initial design proposal have been explained.

Notable shortcomings of this project include:

1. Having only a single reviewer of doctrine to determine whether it does or does not correspond (even via implication) to certain CMPO functions may lead to distortions of the data due to personal biases or misinterpretations. This situation may be improved upon by having a panel determine correspondence between functions and national doctrine. The level of accuracy of the panel could be improved if the panel included experienced military officers familiar with peacekeeping doctrines and the CMPO. This would take a notable amount of planning and time.

2. This project does not indicate how well a nation's doctrine correlates to a certain aspect of a CMPO function. It only indicates whether the doctrinal developers for each nation placed references to a certain function in the doctrine itself. One nation may mention a function and state that it is not the role of their military to do that task. Another nation may be willing to do the same task without making such a statement in their doctrine. This could be rectified by adding data fields to the spreadsheet for each nation to specifically notate positive or negative

compliance even when not so stated and/or levels of compliance.

3. The data must be viewed with Microsoft Excel to use the spreadsheet in its intended form. Although spreadsheet program is readily available, the researcher still acknowledges this as a shortfall.

In spite of the above-mentioned weaknesses, a major strongpoint of this project is its use of Excel. The Excel interface allows users to create charts and data groups he or she may require for their ongoing research. The data is available and easily manipulated, whether requiring a surface chart, radar graph, or scatter graph, Excel is malleable enough to compile data in many forms.

The value of this project is its ability to compare the peace operations doctrinal standards of several nations, whether currently active or potential participants in peacekeeping missions to see how each measures up to an external standard, and each other. This project should be of value to doctrinal developers, researchers and academics on both national and international levels alike.

Appendix A

Definitions*

a. **Peace Support Operations.** PSO are multi-functional operations involving military forces and diplomatic and humanitarian agencies. They are designed to achieve humanitarian goals or a long-term political settlement, and are conducted impartially in support of a UN or OSCE mandate. These include peacekeeping, peace enforcement, conflict prevention, peacemaking, peace building and humanitarian operations.

b. **Peacekeeping.** Peacekeeping (PK) operations are generally undertaken under Chapter VI of the UN Charter with the consent of all the major parties to a conflict, to monitor and facilitate the implementation of a peace agreement.

c. **Peace Enforcement.** Peace Enforcement (PE) operations are coercive in nature and undertaken under Chapter VII of the UN Charter when the consent of any of the major parties to the conflict is uncertain. They are designed to maintain and re-establish peace or enforce the terms specified in the mandate.

d. **Conflict Prevention.** Conflict prevention activities are normally conducted under Chapter VI of the UN Charter. They range from diplomatic initiatives to preventative deployments of forces intended to prevent disputes from escalating into armed conflicts or from spreading. Conflict prevention can also include fact-finding missions, consultation, warnings, inspections and monitoring. Preventative deployment within the framework of conflict prevention is the deployment of operational forces possessing sufficient deterrence capabilities to avoid a conflict.

e. **Peacemaking.** Peacemaking covers the diplomatic activities conducted after the commencement of a conflict aimed at establishing a cease-fire or a rapid peaceful

settlement. They can include the provision of good offices, mediation, conciliation, diplomatic pressure, isolation, and sanctions.

f. **Peace Building.** Peace building covers actions which support political, economic, social, and military measures and structures, aiming to strengthen and solidify political settlements in order to redress the causes of conflict. This includes mechanisms to identify and support structures which tend to consolidate peace, advance a sense of confidence and well being, and support economic reconstruction.

g. **Humanitarian Operations.** Humanitarian operations are conducted to relieve human suffering. Military humanitarian activities may accompany, or be in support of, humanitarian operations conducted by specialised civilian organisations.

* All definitions are taken from UK Joint Warfare Publication 3-50 (Peace Support Operations) and are quoted directly. These definitions cover the complete range of PSOs as defined by the North Atlantic Treaty Organization (NATO).

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CURRICULUM VITAE

Paul R. Rickert was born on November 16, 1972 in Albany, New York, and is an American Citizen. He graduated from Ichabod Crane High School, Valatie, New York, in 1990, after completing a year of study in Denmark. He is a graduate of Word of Life Bible Institute (1991), Word of Life School of Youth Ministries and Missions (1992) and received his Bachelors of Science degree in 1996 from Liberty University, Lynchburg, Virginia. Since that time, he has been employed by Lynchburg Police Department, Campbell County Sheriff's Office and George Mason University Police Department as a law enforcement officer in Virginia. He served six years in the Virginia National Guard as an infantry soldier and was Honorably Discharged in 2000. He will receive his Master of Science degree in New Professional Studies in Peace Operations from George Mason University in the fall of 2002. He currently lives in Dover, Delaware with his wife, Michelle Crawford, and son Jacob.