

1993

CFB Cornwallis: Canada's Peaskeeping Training Centre : Annex C Annual Peacekeeping Training Activities

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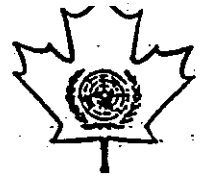
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ANNEX C: Annual Peacekeeping Training Activities

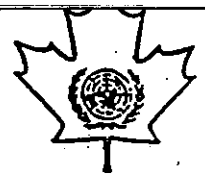
The annual activities projected for the Cornwallis peacekeeping training centre would revolve around a number of general and specialized training programmes:

- a) General Peacekeeping Training Programme
 - four week training programme for all ranks
- b) 2 Officer Training Programmes
 - two week supplement to general peacekeeping training
 - approximately 50 officers per course
- c) 12 Other Rank and Reserve Training Programmes
 - one week supplement to general peacekeeping training
 - approximately 120 participants per course
- d) 2-4 Mission-Specific Training Programmes
 - two-to-four week duration
 - up to a battalion (720) per course
- e) Civilian Training Programmes
 - two-to-four week duration
 - approximately 50 participants per course



Aside from the course work and instruction associated with each training programme, additional activity can be anticipated in areas such as training exercises and simulations, exchange programmes with foreign participants and visiting lecturers, and the research projects of the training centre staff. In conjunction with the operation of a peacekeeping training centre at Cornwallis, high-level seminars and international peacekeeping conferences can also be accommodated at the nearby Digby Pines.

An annual scheduling plan for the various training programmes is depicted in the chart on the next page. The chart also indicates the other ongoing training activities currently assigned to CFB Cornwallis.



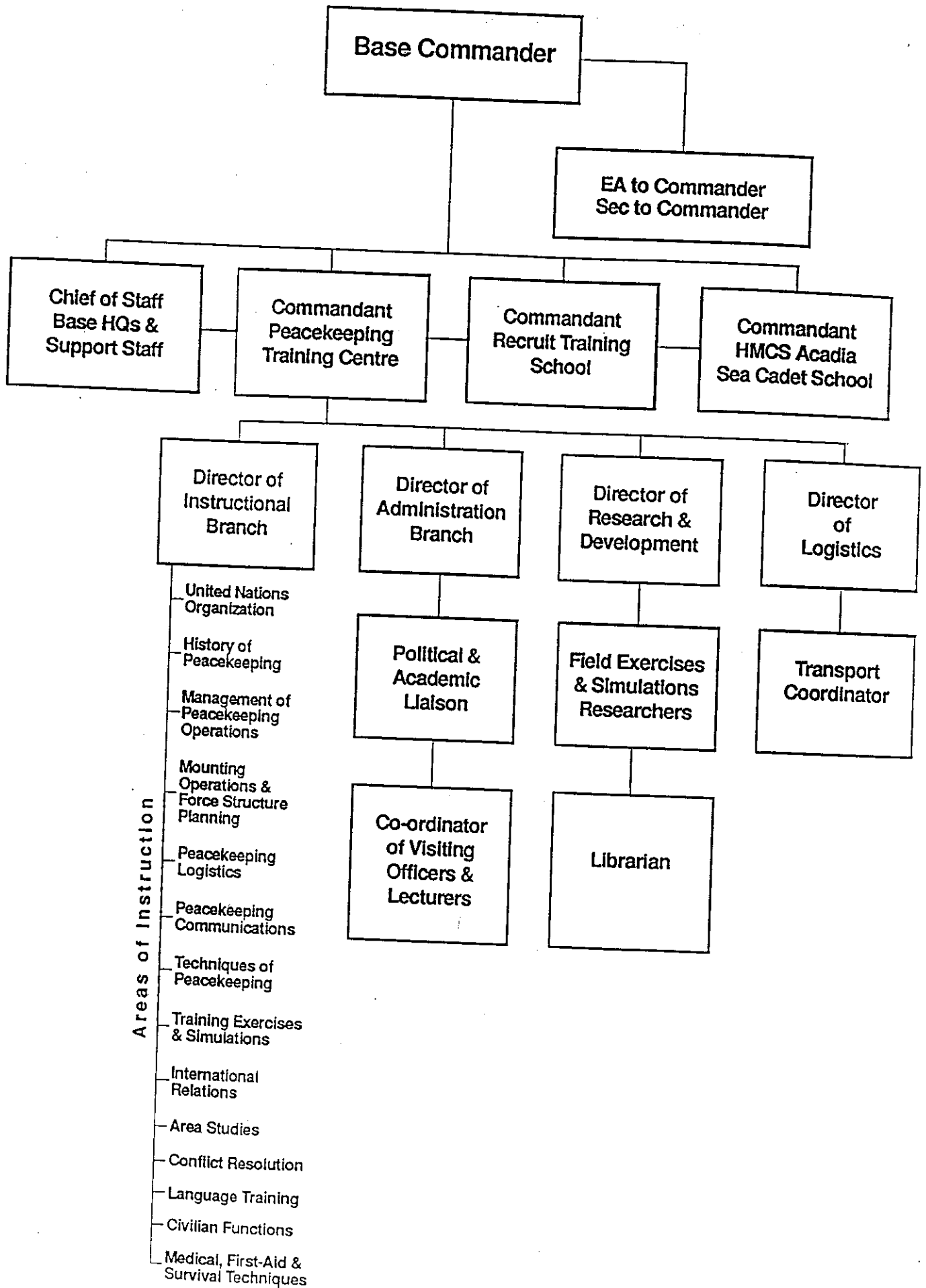
ANNEX D: The Organizational Structure

A new peacekeeping training centre will comprise the third training 'school' assigned to CFB Cornwallis. Responsibility for the day-to-day administrative support of this centre could be delegated to Canadian Forces Training System. The Base Commander of CFB Cornwallis can provide appropriate facilities and support staff to the new centre. Operational control of the peacekeeping training centre would likely rest with Force Mobile Command and the Commander of Land Forces Atlantic Area. The overall development of this training centre will require the co-operation of the Directorate of Peacekeeping in National Defence Headquarters. To ensure air and naval support in future inter-service peacekeeping training exercises, a co-operative relationship should also be established with liaison officers in Maritime Command and Air Command.

The development of military and civilian peacekeeping training programmes will also call for the participation of officials in the Department of External Affairs, the RCMP, Elections Canada, CIDA, and those representing related non-governmental organizations.

[An organizational structure for the new training centre is outlined on the following page.]

Proposed Organization of Peacekeeping Training Centre





ANNEX E: Personnel Requirements

The organizational structure provides a guide to the personnel requirements of the new training centre. As peacekeeping training will require a higher priority status, it will be essential to assign a dedicated individual at the rank of Brigadier-General to command this centre. In addition to the Commandant, there will be a need for: a Director of the Instructional Branch; a Director of the Administrative Branch; a Director of Research and Development; and a Director of Logistics. These four positions would be best assigned to officers at the rank of Major and Lieutenant-Colonel. Although the directors may be tasked with teaching responsibilities, there will be a requirement for 8-10 additional instructors or lecturers. These personnel can be drawn from officers with considerable experience in peacekeeping, from the current Directorate of Peacekeeping, from Training Systems, and from several universities with related expertise. [The Areas of Instruction at the proposed Peacekeeping Training Centre are outlined in Annex L.] The new centre will also need an administrative staff, several technicians, and a librarian.



To summarize, the peacekeeping training centre will require a high ranking commander, approximately four directors, twelve instructors, and fifteen administrators/technicians. As previously noted, the majority of these individuals will be from within the Canadian Forces. Experts in fields such as conflict resolution, area studies, and international affairs can be drawn as the need arises from universities in the surrounding region.



ANNEX F: Curriculum

Distinct courses of instruction will be required for officers as well as for other-ranks, reservists and civilians who are to serve in UN operations. Briefings and lectures must be accompanied with appropriate field training and simulations.

The training programme for all ranks and civilians should generally consist of: information concerning the United Nations and peacekeeping operations; political and security considerations; information on the responsibilities and tasks of a UN peacekeeper; briefings on the conditions under which UN service is performed; and training for the role likely to be assigned.

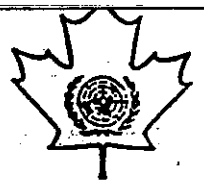
An emphasis in each programme must be accorded to: the lessons learned from previous operations; the techniques and requirements of current operations; survival and first-aid training; and the development of conflict resolution skills in mediation and negotiation. It is imperative that all-ranks learn basic communication skills and develop a rudimentary understanding of how to de-escalate and resolve various conflicts.



Consideration will also have to be devoted to: how positive peacekeeping attitudes and relations are developed; how participants adapt to their new assignment and status as a member of a multinational UN force; how they are expected to interact with fellow peacekeepers from foreign contingents; and how to respect the customs and habits of the local population. [A general training programme for all ranks is outlined in Annex G.]

Moreover, with this general foundation, it is possible to address the specific requirements of a particular mission and/or, the special training requirements of the United Nations and the Department of National Defence.

For example, the advanced Officer Training Programme would require more detailed attention to topics such as the United Nations system, UN command and control procedures, mission planning, administration, and logistics. After the first six weeks of the officer programme, trainees could be directed to courses specifically designed to prepare Military Observers or UN Staff Officers. [An Officer Training Programme is outlined in Annex H.]



In the shorter training programme for Other Ranks, a higher priority can be accorded to topics such as fieldcraft and basic peacekeeping techniques. All trainees should be familiar with the daily routines of patrolling a UN buffer zone and manning an observation post or checkpoint. The curriculum will include courses in UN communications, area supervision, and minefield clearance. [An Other Rank and Reserve Training Programme is outlined in Annex I.]

The two-week Mission Training Programme should provide: up-to-date intelligence briefings on the peacekeeping environment; information pertaining to the political, socio-economic, and cultural factors underlying the conflict; knowledge of security, climatic and topographical conditions in the area; basic language skills; a thorough review of peacekeeping responsibilities; and training and practice in assigned tasks. [A Mission-Specific Training Programme is outlined in Annex J.]

The Civilian Programme will place an emphasis on developing the specialized skills necessary for UN service. Short training programmes can be prepared for those participating in operations involving tasks such as election-monitoring, policing, and disaster relief. Basic courses in survival training, communications, and first-aid are recommended. [A Civilian Training Programme is outlined in Annex K.]



The length of each training programme was determined by estimating the time required to teach the requisite topics and sub-topics, as well as the time needed to conduct simulation and field exercises. An annual independent needs-analysis would help to guide both the training programme and the development of the training centre.

Consideration should also be accorded to facilitating foreign participation and attracting international clients. In particular, there is likely to be considerable foreign interest in specialized Canadian courses in areas such as peacekeeping logistics, communications, and engineering.



ANNEX G: General Peacekeeping Training Programme
 (A four-week training programme for all ranks.)

TOPICS	SUB-TOPICS
Introduction to the United Nations	<ul style="list-style-type: none"> -UN System -UN Charter -UN Agenda for Peace -UN Security Decision-Making -Co-operative Security -International Law
Overview of UN Peacekeeping Activities	<ul style="list-style-type: none"> -Peacekeeping -Peacemaking -Peacebuilding -Pre-Emptive Deployment -Enforcement -Verification -Monitoring -Observation -Joint Operations -Policing -Humanitarian Assistance
UN Service: A Peacekeeper's Roles and Responsibilities	<ul style="list-style-type: none"> -Peacekeeping Relations -Conduct & Co-operation in the Field -The Constabulary Ethos -Impartiality & Neutrality -Cultural Sensitivity Training -Interacting in a Multinational Force

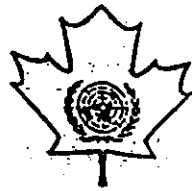
**ANNEX G: General Peacekeeping Training Programme continued...**

Mission Security and Defence	<ul style="list-style-type: none">-Policies with Regard to the Use of Force-Review of Emergency Procedures-Use of Small Arms & Anti-Tank Weapons-Use of Non-Lethal Defences-NBCD Review
Communications	<ul style="list-style-type: none">-UN Reporting Procedures-Voice Communications Procedures-Radio Operation & Maintenance
Transport	<ul style="list-style-type: none">-Operation & Maintenance of Four Wheel Drive Vehicles-Operation & Maintenance of Armoured Personnel Carriers-Operations Involving Air & Helicopter Support
Co-operation with Related Agencies	<ul style="list-style-type: none">-Coordination of Military & Civilian Activities (i.e. UNCIVPOL, Red Cross, Red Crescent, UNHCR, UNDP, etc.)
Fieldcraft	<ul style="list-style-type: none">-Survival Techniques-Map Reading-Navigation-Bivouacing-Camp Kit-Use & Maintenance of Field Equipment-Preparation of Food-Water Purification



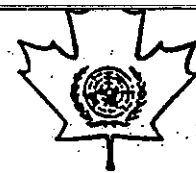
ANNEX G: General Peacekeeping Training Programme continued...

Peacekeeping Studies	<ul style="list-style-type: none">-Major Developments-Lessons Learned
First-Aid	<ul style="list-style-type: none">-Preventive Medicine-Emergency First-Aid-CPR-Triage-Treatment of Wounds-Hygiene-Sanitation
Canadian Administration Guidelines	<ul style="list-style-type: none">-Support-Travel Arrangements-Dependents-Medical Arrangements

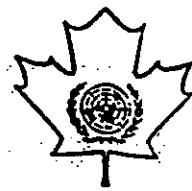


ANNEX H: Officer Peacekeeping Training Programme
 (A two-week training programme supplementing the General Training Programme.)

TOPICS	SUB-TOPICS
UN Command and Control Structures	-UNHQ Secretariat -Office for Special Political Affairs -Field Operations Division -Office of Programme Planning, Budget & Finance -Force Secretariat -Military Logistics Staff -Observer Group HQs -Mission HQs
UN Service: Officer Roles and Responsibilities	-Military Force Commander -Chief of Staff -Battalion Commander -Field Staff Officer -Member of a Formed Group -UN Military Observer
Current Peacekeeping Operations	-UN Mandate -Canadian Commitment -Mission Update -Intelligence Briefing -Review of the Dispute & Parties to the Conflict
Mission and Area Studies	-Assessment of Political, Social, Religious, Economic & Cultural Factors -Review of Topographical, Climatic & Environmental Conditions

**ANNEX H: Officer Peacekeeping Training Programme continued...**

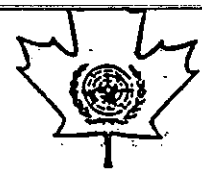
Potential Future Operations	<ul style="list-style-type: none">-Conflict Analysis-Projected Scenarios & Requirements
Officer Responsibilities in the Field	<ul style="list-style-type: none">-Reporting Procedures-Leadership-Maintaining Morale-Conduct Promoting Co-operation & Confidence-Building-Establishing Guidelines for Non-Offensive Defence Structures-Tactical & Psychological Demands on a Battalion-Conduct & Physical Fitness of Forces in the Field-Impartiality-Coordinating Relations Between UN Civilian Agencies & UN Forces-Diplomacy-Media Relations
Simulation Exercises	<ul style="list-style-type: none">-Hypothetical Planning, Deployment & Establishment of Operations
Research Project	<ul style="list-style-type: none">-Applied Studies & Assignments
Course Debriefing and Evaluation	



ANNEX I: Other Rank and Reserve Peacekeeping Training Programme

(One week supplementing the General Training Programme.)

TOPICS	SUB-TOPICS
Applied Peacekeeping Tasks and Techniques	<ul style="list-style-type: none"> -Patrolling (i.e. Vehicle, Border, Night & Foot patrol) -Methods of Reporting & Observation -Establishing & Maintaining Buffer Zones -Demilitarized Zones -Mobile & Static Observation Posts -Ceasefire Lines -Demarcation Lines -Construction of Road Blocks, Protective Shelters & Fortified Bunkers
Field Exercises	<ul style="list-style-type: none"> -Joint Operations including Armoured Personnel Carriers & Soft-skin Vehicles -Refresher Training with Support Weapons -Distribution of Humanitarian Assistance -Protection of Refugees -Convoy Duties
Simulation Exercises	<ul style="list-style-type: none"> -Managing Local Disputes within a Buffer Zone -Reporting on Breach of a Ceasefire
Course Debriefing and Evaluation	



ANNEX J: Mission-Specific Peacekeeping Training Programme
 (A two-to-four week refresher training and mission familiarization programme taken prior to deployment. The General Training Programme is a prerequisite to Mission-Specific Training.)

TOPICS	SUB-TOPICS
Introduction to the Mission and Mandate	<ul style="list-style-type: none"> -Mission Objectives -Mission Organization -Status of Forces Agreement -UN Force Participants -Contingent Assignment -Command & Control Structure -Standing Operational Procedures -The Field Support System
Overview of the Conflict	<ul style="list-style-type: none"> -Comprehensive Review of the Parties to the Dispute -Overview of the Political, Social, Religious, Economic & Cultural Factors Underlying the Conflict
Environmental Assessment	<ul style="list-style-type: none"> -Topographical & Climatological Conditions
Intelligence Briefing	<ul style="list-style-type: none"> -Threat Assessment -Common Problems in the Mission Area
Language Training	<ul style="list-style-type: none"> -Daily
Physical Training	<ul style="list-style-type: none"> -Daily
Equipment Preparation	<ul style="list-style-type: none"> -Issue Kit -Familiarization, Operation, Maintenance & Shipping of Required Equipment



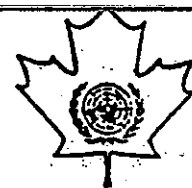
**ANNEX J: Mission-Specific Peacekeeping Training Programme
continued...**

UN and Canadian Regulations	-Pay & Allowances -Dependents -Passports & Visas -Insurance -Vaccinations -Medical & Dental Envelope
Unit, Company & Battalion Training in Assigned Tasks	-Review & Practice of Communication, Transportation, Patrolling, Observation, Reporting & Security Procedures
Simulation Exercises	
Course Debriefing	

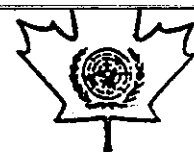


ANNEX K: Civilian Peacekeeping Training Programme
 (A two-to-four week training programme for civilians.)

TOPICS	SUB-TOPICS
Introduction to the United Nations	<ul style="list-style-type: none"> -UN System -UN Charter -UN Security Decision-Making -Cooperative Security -International Law
Overview of UN Peacekeeping Activities	<ul style="list-style-type: none"> -Peacekeeping -Peacemaking -Peacebuilding -Enforcement -Verification -Observation -Joint Operations -Policing -Election Monitoring -Humanitarian Assistance -Disaster Relief
Canada's Role in UN Peacekeeping	<ul style="list-style-type: none"> -Overview of Past & Present Activities -Canadian Policy & Criteria for Participation in Peacekeeping
Analysis of Civilian UN Peacekeeping Operations	<ul style="list-style-type: none"> -ONUCA, UNFICYP, UNCIVPOL, UNGOMAP, UNTEA, UNSF, UNTAG, UNIKOM, ONUSAL

**ANNEX K: Civilian Peacekeeping Training Programme continued...**

Introduction to the Mission and Mandate	<ul style="list-style-type: none">-Mission Objectives-Mission Organization-Participants-Assignment-Command & Control Structure-The Field Support System
Area Studies and Environmental Assessment	<ul style="list-style-type: none">-Topographical & Climatological Conditions
Conflict Analysis	<ul style="list-style-type: none">-Review of Parties to the Dispute-Overview of the Political, Social, Religious, Economic & Cultural Factors Underlying the Conflict
Regional Security Considerations	<ul style="list-style-type: none">-Threat Assessment-Common & Projected Problems in the Mission Area
Conflict Resolution	<ul style="list-style-type: none">-Mediation & Negotiation Skills
Civilian Specialist Training: Election Monitoring	<ul style="list-style-type: none">-Organization Control-Special UN Guidelines-Monitoring & Patrolling-Observation & Reporting
Civilian Specialist Training: Humanitarian Assistance and Disaster Relief	<ul style="list-style-type: none">-Training for a Range of Tasks from Food & Medicine Dispensing to Well Drilling, Refugee Assistance, Provision of Shelter, Emergency First-Aid and Search & Rescue Operations-Psychological Conditioning-Training in the Operation & Maintenance of Equipment

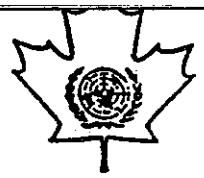


ANNEX K: Civilian Peacekeeping Training Programme continued...

Communications	<ul style="list-style-type: none"> -UN Reporting Procedures -Voice Communications Procedures -Radio Operation & Maintenance
Transport	<ul style="list-style-type: none"> -Operation, Maintenance & Emergency Repair of Field Vehicles/Four Wheel Drive Vehicles
Cooperation with Related Agencies	<ul style="list-style-type: none"> -Coordination of Civilian & Military Activities (i.e. UNCIVPOL, UNHRC, UNDP, Red Cross, Red Crescent, etc.)
Fieldcraft	<ul style="list-style-type: none"> -Survival Techniques -Map Reading & Navigation -Bivouacing -Camp Kit -Use and Maintenance of Field Equipment -Preparation of Food -Water Purification
Language Training	<ul style="list-style-type: none"> -Daily
Regulations and Administration (UN and Canadian)	<ul style="list-style-type: none"> -Support -Pay & Allowances -Travel Arrangements -Passports & Visas -Dependents -Insurance -Vaccinations -Medical & Dental Envelope
Course Debriefing and Evaluation	

**ANNEX L: Areas of Instruction**

Areas of Instruction	Type of Instructor	Preferred Training and Experience
United Nations Organization	Officer	-experience at UN and field HQs & in a variety of peacekeeping operations
History of Peacekeeping	Historian	-academic qualifications, preferably military experience
Management of Peacekeeping Operations	Officer	-managerial experience in various operations
Mounting Operations & Force Structure Planning	Officer	-extensive experience in mission planning & staging operations
Logistics	Officer	-logistician with lecturing ability
Communications	Officer	-expertise in establishing global theatre & unit communications

**ANNEX L continued...**

Areas of Instruction	Type of Instructor	Preferred Training and Experience
Techniques of Peacekeeping	Officer	-extensive experience in different types of operations
Training Exercises & Simulations	Co-ordinator	-ability to organize exercises & simulations in co-ordination with researcher(s)
International Relations	Specialist; Academic	-knowledge of world politics & areas of actual or potential conflict
Area Studies	Specialist	-comparative politics expert
Conflict Resolution	Diplomat or senior officer (ret.)	-experienced negotiator & mediator with expertise in conflict management
Basic Language Training	Coordinator	-ability to co-ordinate language training & laboratories



ANNEX L continued...

Areas of Instruction	Type of Instructor	Preferred Training and Experience
Civilian Functions	Coordinator	-experience as a civilian peacekeeper (i.e., member of RCMP, Elections Canada)
Medicine, First-Aid & Survival Techniques	Medical officer	-teaching ability in areas of tropical medicine, first-aid & survival techniques



ANNEX M: OVERVIEW OF THE SCANDINAVIAN PEACEKEEPING TRAINING PROGRAMME AND TRAINING CENTRES

Four Scandinavian countries provide special training programmes for United Nations service and peacekeeping. Denmark, Sweden, Finland, and Norway have distinct training programmes and training centres with specialized areas of expertise and responsibility.

These training programmes supplement normal conscript, NCO, and officer training. Individuals who volunteer to be part of the Nordic United Nations Stand-By Forces must have already completed their national service which ranges from approximately eight to fifteen months of military training.

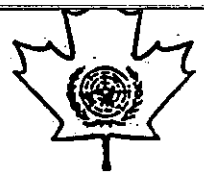
The time and scope allocated for additional peacekeeping training varies somewhat among the Nordic countries. For example, training for UN service in Denmark and Finland is approximately six weeks for officers and NCOs and five weeks for other ranks, while in Norway and Sweden basic peacekeeping training is conducted over a three to four-week period.



The aim of these basic peacekeeping training programmes is to provide participants with a comprehensive understanding of UN service as well as the particular requirements and conditions of their assignment. For example, the general training programme for all ranks consists of:

- information concerning the United Nations and peacekeeping operations;
- knowledge of the climatic and topographical conditions in the mission area as well as political, cultural, and religious considerations;
- information on the responsibilities and tasks of a UN peacekeeper;
- briefings on the conditions under which UN service is performed;
- training for the role assigned in the organization of a Nordic stand-by unit.

The Nordic countries cooperate annually to provide additional training to a select number of officers and NCOs. This cooperation helps to develop the special skills and international teamwork required in UN operations. Sweden hosts a course for staff officers; Norway, a course for logistics and movement control (transport); Denmark, a course for military police personnel; and Finland, a course for military observers. The average length of each course is roughly three weeks. The training is provided by officers and visiting experts. In recent years, these courses have been opened up to participants from other countries.



Each of the four national peacekeeping training programmes is assigned to a training centre. Of the four centres, the Swedish and Finnish UN Training Centres appear to be the most advanced.

The Swedish UN Training Centre (UNTC) is located at Almnas on a military base that is double-tasked to the SVEA Engineer Regiment. The Engineering Regiment provides the UNTC with many of the necessary resources (i.e., facilities, equipment, and catering).

The UNTC has its own administrative building, separate living quarters for men and women, as well as educational facilities specially adapted to UN activities. In terms of organization, it comprises the director, an operations centre, an administrative department, and a training department. The permanent staff of 12-15 officers is reinforced by guest lecturers and specialists. Supportive functions include a UN depot, a UN cash office, and hospital facilities. The UNTC also has special field training facilities such as observation posts, check points, and field living quarters.

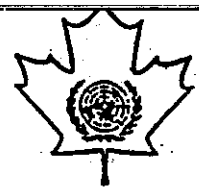
Aside from being the training base for the Swedish UN Stand-By Battalion and the Staff Officers course, the UNTC also hosts training for a Swedish Disaster Relief Unit, a civilian police course, and a training programme for female peacekeepers.



Each year, approximately 3,200 individuals are trained at the Swedish UNTC. The range of participants includes senior military officers, young soldiers, civil servants, and foreign military guests. A former commander of the Swedish UNTC acknowledged that this facility is always full and used to its capacity.

The Finnish UN Training Centre is located at Niinisalo on a military base double-tasked to the Satakunta Artillery Regiment. Aside from the normal facilities of a military base which were initially provided by the Artillery Regiment, special facilities have been developed to meet peacekeeping training requirements. These include a 50-bed officer hotel, an operations centre, special class rooms with audio-visual resources, and a language laboratory. The drilling terrain spans roughly 40 kilometres and provides a useful resource for peacekeeping exercises and simulations.

The commanding officer of the Finnish UN training centre oversees four sections responsible for personnel, mobilization and training, communications, and logistics. This UNTC has a staff of roughly 35 officers and civilian employees. Each year they organize three recruiting rounds which screen approximately 6,000 applicants for UN peacekeeping service. Of these applicants, only 1,000 are selected to undergo the general peacekeeping training programme. Finnish peacekeepers are also provided with rotation traininga policy which ensures that new units are



gradually integrated into UN operations after on-site training and service with veteran units.

In addition to providing general and specialist peacekeeping training for their own armed forces, the Finnish UNTC hosts 3 three-week military observer courses annually. Among the non-Nordic countries sending participants to these observer training courses are the United States, Austria, Ireland, Poland, the UK, Russia, Singapore, Spain, and Switzerland. To date, there has been no charge for foreign participants beyond accommodation, meals, and personal expenses. But as the Finnish UNTC has recently come under pressure with numerous requests to train foreign participants, they are considering expansion and additional courses. To date, however, the Finns have stipulated that their courses are primarily to serve the requirements of Nordic UN Stand-By Forces. No effort has been made to attract foreign participants or to market this peacekeeping training programme.

The Norwegian Peacekeeping Training Programme is conducted at Gordammun, 50 kilometres north of Oslo. This base is not regarded as a distinct UN training centre but as a military camp that is frequently used for a variety of exercises and training purposes. Norwegian officials acknowledge, however, that they are now considering the development of a permanent UN peacekeeping training centre.



The Norwegian Fourth Regiment is responsible for co-ordinating 2-3 peacekeeping training programmes annually. The average length of the regular training programme is one month. Norwegian officers also undergo six weeks of specific training for peacekeeping. As previously noted, Norway hosts four-week courses on peacekeeping logistics and movement control (transport).

Denmark maintains a peacekeeping training centre for its UN Stand-By Forces at Jagerspriesse. Approximately 1,000 Danish trainees are selected annually for this training programme. Candidates are considered only after undergoing a twelve-month period of preliminary military training.

Another Danish programme which prepares Nordic officers for service as UN military police is held at Aalborg. This course is open to a limited number of foreign participants. Danish officers also receive courses in peacekeeping at their Junior and Senior Staff Officer Colleges. In the near future, the Aalborg facility is expected to host a peacekeeping training programme for civilian police.

While Jagerspriesse has specific facilities for peacekeeping training, both it and Aalborg are also double-tasked to other military activities. Initially, the Swedish and Finnish armed forces were opposed to the establishment of these peacekeeping training programmes.



Yet as military officials from these countries now attest, the programmes hosted at these UN centres quickly became very popular.

Overall, the Scandinavian peacekeeping training system is widely recognized as the most advanced in the world. This system appears to be both cost-efficient and successful. Their UN Stand-By Forces have been praised for their peacekeeping professionalism.

The Scandinavian training programmes focus on the skills and requirements of UN service. Aside from the general peacekeeping training programme for all ranks, they conduct special officer courses and mission training courses. Within their training centres, there is a consensus that peacekeeping training is clearly distinct from the ordinary military training which a soldier receives. As the emphasis in UN service is on co-operation and the peaceful settlement of disputes, it is understood that professional soldiers require additional training when they make the transition to UN peacekeeper.

CFB CORNWALLIS: Canada's Peacekeeping Training Centre



The Scandinavian training programmes are characterized by extensive mutual co-operation. Each country has developed a distinct area of specialization and expertise. Whereas there is much to be learned from each of their four training programmes and training centres, it would be inappropriate for Canada to emulate or model a new centre or programme on any one of these four examples.

These four Nordic nations have a combined population that is roughly equivalent to Canada's. With larger professional armed forces and more participants in more peacekeeping operations, Canada is well positioned to develop a peacekeeping training centre that builds upon the combined strengths of the Scandinavian system.