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**EVALUATION OF THE PEARSON
PEACEKEEPING CENTRE (PPC)
CORE FUNDING CONTRIBUTION**

April 2007

1258-154 (CRS)



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LIST OF ACRONYMS

ABCC	Annapolis Basin Conference Centre
CDA	Canadian Defence Attaché
CF	Canadian Forces
CIDA	Canadian International Development Agency
CISS	Canadian Institute of Strategic Studies
CRS	Chief Review Services
DFAIT	Department of Foreign Affairs and International Trade
DMTAP	Director Military Training Assistance Program
DND	Department of National Defence
ECOWAS	Economic Community of West African States
FY	Fiscal year
IAPTC	International Association of Peacekeeping Training Centres
KAIPTC	Kofi Annan International Peacekeeping Training Centre
MTAP	Military Training Assistance Program
NATO	North Atlantic Treaty Organisation
O&M	Operations and Maintenance
PPC	Pearson Peacekeeping Centre
RBM	Results-Based Management
RMAF	Results-based Management Accountability Framework
TB	Treasury Board
UN	United Nations
UNIMSOC	United Nations Integrated Staff Officers Course



RESULTS IN BRIEF

This report presents the results of an evaluation conducted by Chief Review Services (CRS) to determine how effectively core funding provided by the Department of National Defence (DND) to the Lester B. Pearson Peacekeeping Centre (PPC) was used by the PPC to achieve an improvement in its program delivery in fiscal years (FY) 2004/05 and 2005/06.

The report examines the overall role and effectiveness of the PPC core funding contribution agreement with regard to the management of service deliverables and provides recommendations as appropriate.

The evidence gathered for this evaluation indicates that the PPC has made progress since FY 2004/05 with respect to the Results-based Management Accountability Framework (RMAF) outcomes in the areas of:

- Administration/Finance;
- Human Resources;
- Facilities Management;
- Business Development; and
- Program Development and Delivery.

Overall Assessment

PPC has made progress since FY 2004/05 with respect to achieving RMAF immediate outcomes. However, in spite of the positive progress accomplished by PPC since 2004, it has yet to develop and implement an effective performance management framework capable of demonstrating its strategic relevance to key stakeholders and partners.

As well, PPC has been able to establish positive partnering arrangements not only with the Canadian federal government but also with a number of international players, including the North Atlantic Treaty Organisation (NATO), the United Nations (UN), and the International Association of Peacekeeping Training Centres (IAPTC). These partnering arrangements have enabled the PPC to gain status globally as an important contributor to the international peacekeeping knowledge base and concurrently strengthen Canada's knowledge base in this area.

However, the PPC has been unable to define a clear requirement or develop programs to train Canadians in Canada. The main training conducted in Canada is for other nations as part of the United Nations Integrated Staff Officers Course (UNIMSOC), a course with a perceived diminishing demand. In fact, the clear strength of PPC is working with other nations outside of Canada where the demand continues to provide a viable market for the PPC. Until March 2006, PPC spent 10 percent of its core funding on maintaining infrastructure in Cornwallis, Nova Scotia. This expense has been reduced through the transfer of property and an agreement with the Annapolis Basin Conference Centre to make the Cornwallis facilities as economical as possible for the forecasted UNIMSOC training. Considering the demand for training of other nations at the PPC facility in Nova Scotia is limited and could be refocused as part of offshore training, serious consideration should be given to terminating the Nova Scotia training capabilities and concentrating PPC training outside of Canada. Any decision of this nature must also consider the cost benefit that such training may provide to the Canadian International Development Agency (CIDA) mandate.



Main Recommendations

DND should cease the core funding provided to PPC that supports training in Canada. Since international demand for DND-sponsored courses in Cornwallis is limited and is expected to cease at the end of the current contracts in 2010, it is recommended that the DND core funding provided to PPC conclude at the end of FY 2009/10.

Whether or not this action is accepted, the following recommendations are also provided to improve the performance of PPC.

- PPC should design and establish performance indicators, targets and a reporting framework for each program activity to enhance accountability and results-based reporting to stakeholders.
- The Director Military Training Assistance Program (DMTAP) should withdraw as a member of the Board of Directors of the PPC. Although it is recommended that no member of the Canadian Forces (CF) be included as a member of the Board, should the decision be made to continue this practice, it should not be DMTAP.

Note: For a more detailed list of CRS recommendations and management response, please refer to [Annex A](#)—Management Action Plan.



INTRODUCTION

Background

In 1994, DND and the Department of Foreign Affairs and International Trade (DFAIT), through the aegis of the Canadian Institute of Strategic Studies (CISS), established the PPC to conduct national and international multidisciplinary research, education, and training in all aspects of peacekeeping.

Both DFAIT and DND agreed to provide annual financial contributions totalling \$10M (\$5M each) to support the establishment and initial operations of the Centre up to and including FY 1998/99. At the time, the Government was emphasizing the establishment of self-supporting corporate organizations wherever possible. As the subsequent Treasury Board (TB) submission noted,

However, the PPC was unable to achieve this objective. A review conducted in 1996 by Consulting and Audit Canada found that the PPC could not sustain itself without government funding and thus a new agreement was reached

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of the AIA
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for Canada

In 2001, the PPC severed its ties with the CISS and was designated as an independent, not-for-profit organization. Subsequently, the PPC contribution program was renewed in

The follow-on submission for

..... as the future of the PPC was continually called into question, as well as the availability of departmental/government funds in support of the Centre's core operations.

As a result of Operations and Maintenance (O&M) resourcing limitations in FY 2003/04, DFAIT implemented a policy change, which reallocated O&M resources to overseas embassies and missions. Thus, DFAIT's contribution to the PPC ceased at the end of FY 2004/05 while DND core funding of \$2.6M including \$0.6M in-kind contribution continued. In addition, CIDA provided a \$1M grant and \$1M in contribution funding for FY 2005/06. For FY 2006/07, CIDA is providing \$2M in contribution funding.



The PPC presently operates from three locations. The Cornwallis site houses some of the PPC's executive, administrative and finance offices and is the venue for the Military Training Assistance Program's (MTAP) UNIMSOC. It supports a residential course and simulation exercises designed for foreign military organizations. The Montreal office was established in response to a growing international demand for French-language peacekeeping training. In Ottawa, there are two offices. The President and Vice-President operate out of a small group of offices within the city and the second office is strategically situated on the campus of Carleton University in order to facilitate an interface between the PPC and academia.

Objectives

The objective of the evaluation is to provide feedback on how effectively the Contribution Agreement core funding provided to PPC has been utilized to achieve RMAF immediate outcomes related to program delivery. In addition, the evaluation provides an assessment of the effectiveness of the current partnering arrangement to manage PPC service deliverables and provides recommendations as appropriate. The evaluation also:

- Describes innovative approaches that may provide potential models for future partnering between the Government of Canada and external agencies; and
- Identifies best practices in the management of peacekeeping training centres.

This evaluation will be used to support a potential future TB Submission designed to renew the contribution program for the core operations of the PPC.

Methodology

The evaluation was conducted using a mixed methods approach, including a document and file review, interviews with key stakeholders, a multi-level questionnaire to ten Canadian Defence Attachés (CDA) and a review and analysis of DND, PPC, and other third party commissioned reports.

Key Stakeholder Interviews

Using a structured interview guide, a total of 26 in-person interviews and one telephone interview were conducted during November–December 2005, and August 2006. Interviews were conducted with PPC management staff at the Ottawa Executive Offices and Cornwallis. To ensure a balanced perspective, 12 of the 26 interviews were conducted with a cross section of partnering and non-partnering members who had a sufficient depth, breadth, and familiarity with the arrangement so as to identify salient and relevant impacts. Those stakeholders interviewed were identified to have involvement with, and knowledge of the PPC, vis-à-vis the Centre's partnering relationships, particularly with MTAP (see Table 1).



DND	CIDA	DFAIT	PPC	TBS	MTAP	OTHER
4	1	3	12	2	3	1

Table 1. Number of Interviews by Key Stakeholder Group. *A breakdown according to the names of the organizations approached for key informant interviews and the number of individuals interviewed in each of the organizations.*

CDAs Survey Questionnaire

In August 2006, 10 CDAs representing 37 MTAP countries completed a multi-level questionnaire to provide feedback on the appropriateness, usefulness and effectiveness of the PPC in meeting the MTAP objectives. Survey participant emphasis was placed on Africa, Eastern Europe and Argentina to ensure area coverage for in-theatre PPC courses. Using both closed and open-ended questions, the PPC Assessment Instrument was designed to gather both qualitative and quantitative respondent perceptions regarding PPC both in terms of strengths/weaknesses, and opportunities/challenges.

Site Visit

Of the 23 stakeholder interviews, six were held at the Pearson Peacekeeping Centre in Cornwallis, Nova Scotia. This site visit enabled the evaluators to tour the facilities where the bulk of the “in-Canada” training is delivered to gain an appreciation for the infrastructure and technologies that support the learning experiences.

Review and Analysis of Commissioned Reports

A review and analysis of previously commissioned reports was done to obtain both a historical perspective regarding the PPC’s organizational and governance structure, and its strategic, business, financial and marketing planning processes. In addition, reports were also used to determine the extent to which recommendations that had emerged from earlier studies had or had not been implemented.



FINDINGS AND RECOMMENDATIONS

Note: The small sample size of respondents and the qualitative nature of the evidence of the key stakeholder interviews limit the extent to which results can be generalized. Nonetheless, the overall findings from the key stakeholder interviews when combined with the CDA survey and the document and file reviews indicate more conclusive results.

Governance of the Pearson Peacekeeping Centre

The effectiveness of PPC is partially dependent upon its internal governance structure. Three governance issues were discussed by key stakeholder interview respondents: the composition and competence of the Board, the Board renewal process, and community outreach and accountability.

Composition and Competence of the Board. The PPC is governed by a Board of Directors responsible for establishing broad policy directives and overseeing all matters of governance, finance, administration and programs. The structure of the Board of Directors is somewhat unique in that it is comprised of both government and non-government members. Currently, three members of the PPC's Board of Directors are Government of Canada employees appointed from DND, CIDA, and DFAIT. The remaining members are chosen from a cross section of Canadians and include a journalist, a retired Canadian Chief of the Defence Staff, highly placed representatives of academia, successful leaders in the business community and others.

Despite the apparent competence and strengths of the Board, in 2003 five members resigned; Board minutes suggest that a key contributing factor was the level of uncertainty concerning government support for the PPC. This created several challenges for both the Board of Directors and the PPC as an organization. Since that time, the PPC's Board of Directors has been actively engaged in the ongoing recruitment and selection of new Board members. Several key stakeholder interviewees stated that continued participation by government members on PPC's board was under review for several reasons—the first and perhaps most important reason cited was related to government members assuming “personal liability” as Board members. This perception of “personal liability,” however, does not appear to be well founded. According to PPC By-Laws 43 (a & b), PPC Board members are indemnified and saved harmless out of the funds of the Corporation, including insurance proceeds from and against. In fact, By-Law (44) directs the PPC to purchase and maintain a policy of indemnity insurance in the minimum amount of \$2M or such other amount as the Board of Directors may, by resolution, determine.

Another issue raised by some key stakeholder interviewees was a perceived or potential conflict of interest consideration related to some government members actually being PPC clients. The issue of government membership on the Board of Directors has been heavily debated within PPC.

Currently DMTAP is a member of the Board of Directors of the PPC. He also provides project funding to PPC through directed contracts and is responsible for approving specific PPC deliverables required by the Contribution Agreement and the existing RMAF.



Given the unique relationship of DMTAP with PPC, the potential for a conflict of interest, either perceived or real, related to DMTAP's membership on the Board is significantly enhanced. Apart from the potential conflict of interest, the specific inclusion of DMTAP appears to guide PPC program development to focus on supporting the MTAP mandate rather than the more holistic requirements of the CF. This could be a contributing factor to the lack of "preparation of Canadian civilians, police and military for complex peace operations."

A suggested source of middle ground is the contention that a government employee from a client department could be represented on the PPC Board of Directors as long as the individual worked in a different area of the department. This would ensure that the official would not be seen as a direct client of PPC services. As one interviewee stated, "...the jury is still out on whether or not the three government employees should remain as members of the board..."

Board Renewal Process. There are two fixed terms of three years' duration for each of the Board members. Many respondents indicated that while turnover had been high in the past, due in part to both funding and governance issues, the rejuvenation process for board renewal is well under way, with Board members actively engaged in the recruitment and selection process. One respondent recommended future recruitment activity should be structured so that there be at least two new Board members every three to five years. This would help maintain consistency, yet also bring new energy, perspective and renewal to the board.

Community Outreach. Links between the PPC and the international peace operations community run through a variety of channels, and include communications of PPC activities and results to both stakeholders and the international peacekeeping community. The following outreach activities have been used in the past:

- Press releases;
- Presentations to various federal government departments;
- Participation and presentations to various international organizations; and
- Local community events in Cornwallis, Nova Scotia.

While PPC's visibility and engagement on the international front was reported by interviewees to be high, in Canada the Centre appears to be less well known. Accordingly, it was felt by some stakeholder respondents that the PPC would benefit from a more strategic engagement of the broader Canadian community. The PPC could make further gains by targeting potential clients within Canada with the intent of raising the Centre's domestic profile.

With specific reference to its communications strategy, the PPC's internal appraisal on November 14, 2006, noted, "the media relations and other communications activities have been sporadic and followed specific program objectives or themes, rather than being part of an overall corporate communications approach." In acknowledging this as an area to improve, the PPC hired a Director of Communications in August 2006 with the responsibility of implementing the Communications strategy developed in FY 2005/06.



Recommendations

OPI	ACTION
ADM(Pol)	Composition and Competence of the Board. DMTAP should withdraw as a member of the Board of Directors of the PPC. Although it is recommended that no member of the CF be included as a member of the Board, should the decision be made to continue this practice, it should not be DMTAP.
DMTAP	Community Outreach. PPC be strongly encouraged to establish a collective communications plan in conjunction with stakeholders.



Contribution Agreement Core Funding—RMAF Outcomes

The PPC is mandated to support the Canadian contribution to international peace and security through education, training and research in all aspects of peace operations. In accordance with the Terms and Conditions of the Contribution Agreement between MTAP and PPC, ability of the PPC to achieve the four immediate outcomes as specified in the RMAF related to Program Delivery ([Annex C](#)) via General Management (Administration/Finance and Human Resources), Facilities Management, Business Development, and Program Development and Delivery was assessed.

General Management

General management was assessed based on interviews and a review of business plans, HR plans and documentation that supports major changes to these plans over the period under review. Using FY 2003/2004 as the baseline, the PPC's business plans for 2004/05, 2005/06 and 2006/07 were reviewed for consistency and clearly identified links to the expected RMAF short and medium term outcomes. Internal audit findings and quarterly reports were also reviewed to determine how well the plans were adhered to. These findings are presented and discussed in two sections:

- a. Administration/Finance; and
- b. Human Resources.

Administration/Finance

Review Criteria:

- There is an efficient and effective system at PPC for storing and providing access to files and records;
- The information system(s) provide an effective tool in support of PPC management including an early indication of variances from planned resource usage;
- A detailed business plan is in place at the beginning of each FY, and used as a management tool on an on-going basis;
- Longer-term plan forecasting for a minimum of two years beyond the current FY is in place;
- Plans are realistic/achievable over the review period;
- An effective performance management framework is in place and is used by PPC management; and
- Efforts have been made to promote management and staff commitment to the achievement of business plan objectives.



Assessment

The PPC has the significant challenge of delivering a complex, multi-faceted program for a DND client (DMTAP) who is an active player supporting Canada's defence diplomacy initiatives. These initiatives are in direct support of Canada's objective to maintain international peace and security. While leadership, direction, and senior-level client interface are all functions carried out by PPC staff at its Ottawa offices, the day-to-day finance and administration work is accomplished largely at its Cornwallis location.

Data Management. In order for PPC management to make effective decisions, timely, relevant, complete and accurate information, providing the appropriate context, must be readily available. In this respect, since its inception, PPC has utilized several paper-based or electronic systems for the storing and retrieval of files and records. With the establishment of offices in Ottawa, and the continued need to deliver services globally, PPC has identified a further need to enhance its current data capture, retention, and storage/retrieval capacity in order to meet both current and future organizational requirements. With limited funding to support such initiatives, the ongoing challenge for PPC has been to pursue a strategy/solution, which is both cost-effective and that meets both practical and achievable goals. Due to the expense associated with an electronic filing system, PPC has decided to use features available through Microsoft.

Financial Management. The PPC cash managed its operations very judiciously and used real-time financial management and reporting techniques to provide its senior leadership with timely and accurate management reports. In FY 2005/06, the PPC launched the implementation of the Spend Management (Expense Watch) initiative to provide enhanced timely and accurate accounting of financial expenditures. PPC expects to fully implement Expense Watch in FY 2006/07. While Expense Watch is an important financial management tool to support decision making, the PPC has yet to develop an enhanced costing methodology or break-even analysis with respect to its programming design and delivery costs. Without such in-depth information, the PPC is not fully capable of leveraging and exploiting its competitive advantage, expanding longer-term business development initiatives or optimizing its proprietary investments rights from course program designs such as UNIMSOC.

Strategic Planning. Modern management practices prescribe linkages between comprehensive forward looking, long-range strategic plans and more tactical annual business plans. In accordance with these principles, PPC has demonstrated its use of business plans to link its mission, vision and values to organizational goals and objectives. In FY 2006, PPC completed its first five-year Strategic Plan for the period FY 2006–FY 2011. The five year strategy has provided PPC with an opportunity to chart its future direction based on four strategic thrusts: Intellectual Infrastructure/Knowledge Management; Partnerships and Alliances; Program Responsiveness and Flexibility; and Financial Sustainability. The Strategic Plan includes both goals and key initiatives that align with each specific thrust.

Business Planning. A business plan provides a roadmap for managing an organization by clearly demonstrating the way ahead for the entity. It also serves to communicate the organization's value proposition to employees, customers and other stakeholders. In a results-



based management environment, the business plan has become a highly relied upon and much scrutinized document by stakeholders. In order to be credible, effective business plans reflect reasonable strategies for achieving realistic results and often include highlights of past accomplishments. An in-depth review and analysis of the PPC's Business Plans for FY 2003/04–FY 2006/07 was completed. Overall, the Business Plans were generally well developed and provided an appropriate level of detail. The premise of results-based management is accurate and timely performance information. In this respect, the PPC's FY 2006/07 Business Plans incorporates elements of a Results-Based Management (RBM) Framework to support the reporting of key aspects of its programs and their performance in core areas. While this is recognized as being favourable as a starting point, it is equally important for PPC to incorporate the remaining elements of a RBM framework, which include more specific measures, indicators and timelines for evaluating and reporting performance to stakeholders. Without this step, the current RBM framework is not sufficient as a meaningful decision-making tool.

Human Resources

Review Criteria:

- There is an appropriate number of employees for the level of work;
- There is a forward-looking HR plan that reflects the expected level of work;
- Provisions are made for adjustments to the HR plan to meet surge requirements;
- An effective succession plan exists to support the replacement of departing employees; and
- Military personnel assigned to PPC perform duties that align with members' skill sets and support PPC and CF objectives.

Assessment

The PPC has 71 staff members—32 in Cornwallis, two employees in Montreal and 37 employees in Ottawa (eight of the Ottawa positions are occupied by seconded employees from Service Canada (1), DFAIT (1) and DND (6). While establishing an absolute number to define an appropriate critical mass of expertise is very subjective, management acknowledged that the core staffing capacity is at its limit as far as supporting programs is concerned. In addition, the PPC draws on an extensive network of external resources including subject matter experts and facilitators to support its operations and to access information regarding the peace operations environment.

During the course of key informant interviews for the evaluation, PPC management reaffirmed the organization's desire to establish itself as an "employer of choice," thereby supporting the recruitment and retention of employees. While provision of a competitive salary and benefit package is an important factor in the attraction and retention of competent and capable staff, the organization must also create a work environment in which employees have the opportunity to grow and develop. In FY 2005/06, the PPC developed a total compensation strategy to support the recruitment, motivation and retention of a qualified competent workforce. The strategy



includes: pay, benefits, working environment components, as well as learning and development. In addition PPC has developed a Harassment Policy, undertaken an employee survey and implemented improvements in the areas of classification, salary scales, terms and conditions of employment for core and non-core staff, reward strategy, and conducted a benefits comparison review.

PPC management has recognized that the success of its organization is critically dependent on having the right staff, at the right time, in the right numbers. Therefore, the PPC currently utilizes a variety of recruitment techniques such as: pre-qualification screening of instructors/facilitators, pre-identified guest speaker lists, and direct agency recruitment drives to identify potential additions to its human resource cadre. Attrition is used whenever possible to make necessary staffing reductions.

Interviewees considered the integration of military personnel via secondments to PPC to be a strength. Seconded military personnel are involved in the conduct of PPC projects. Their presence and availability to PPC management provides immediate input and feedback on the practicality and applicability of many projects under development. Military personnel provide PPC staff with stakeholder contacts and access to the CF's departmental matrix that would be time-consuming for PPC to develop on its own. In addition, military positions also provide a formal liaison role between PPC, international project stakeholders and military contacts. While reserve force secondments are a potential option, interviewees noted that these members might not be able to achieve the same degree of influence with stakeholders as compared to their Regular Force counterparts or have sufficient depth, breadth or scope of experience. Additionally, there is a greater likelihood that the CF may not be able to capitalize on the experience and knowledge gained by a seconded Reserve Force cadre in a timely, comprehensive and strategic manner as compared to a Regular Force member.

Facilities Management

Facilities management has been assessed based on interviews and a review of usage rates and physical condition of the facilities to determine if they are being used and maintained effectively and efficiently in order to meet expected immediate outcomes as indicated in the logic model of the RMAF.

Review Criteria:

- Existence and active use of a PPC Infrastructure Utilization Strategy;
- Existence of a plan that identifies the mix of owned and rented infrastructure for PPC;
- Existence of a statement of rationale justifying the methodology/approach used to determine appropriate mix;
- Existence of a rationale for size and utilization rate of office space, classroom, storage, recreation and other areas of infrastructure; and



- Existence and use of a results-based performance management framework that contributes effectively to infrastructure management.

Assessment

From its inception PPC received a significant portion of the property and buildings of the former CFB Cornwallis to use as a campus for its education, training and research activities. In this respect, PPC internal capability at Cornwallis was intended to provide accommodation, meals and other services such as classrooms, offices and workspaces, breakout/group discussion rooms, course administration rooms, audio visual support and theatre facilities to support its core activities (courses, training, exercises and conferences) for a diverse, international client group. In terms of infrastructure use, PPC's core-programming activity was further complemented by its supplementary program and opportunity use by external agencies. While PPC's usage rate of facilities fluctuates throughout the year, on average its infrastructure usage is about 20 percent of the overall Cornwallis campus capacity. Additionally, a marketing study commissioned by PPC in FY 2003/04 suggested that the expected demand for the use of the Cornwallis campus facilities in support of PPC core programming would not likely increase in future years. Thus, PPC management, to its credit, determined that continued retention of the full suite of facilities at the Cornwallis location would both create a financial burden and unnecessarily inflate core costs.

In order to capitalize on cost reduction initiatives, the PPC commissioned Hockin Cronin Associates to conduct the Self-Sustaining Conference, Training and Simulation Facility study in 2003. The PPC has finalized its negotiations with the Cornwallis Park Development Association (also known as the Annapolis Basin Conference Centre (ABCC)) and entered into a five-year service agreement for the period March 31, 2006–March 31, 2010 for the provision of accommodation, meals and other services to support PPC's potential delivery of 13 UNIMSOC course serials and to support other opportunities associated with PPC training events at its Cornwallis location including its foreign government exercise requirements. Since the implementation of the agreement, PPC facilities at Cornwallis now comprise an administration building and barn, a library and a mini gym.

The current facilities owned and operated by PPC at the Cornwallis location provide the maximum benefit and advantage for PPC to be able to operate in an effective and efficient manner. Furthermore, the PPC has established an agreement with ABCC to ensure sufficient facilities and services are available in both the immediate and longer-term at a fixed price with the provision of an annual cost of living adjustment based on the Consumer Price Index applicable to the province of Nova Scotia.

However, the relevance of maintaining any facilities in Cornwallis remains uncertain when considered against the RMAF outcomes ([Annex C](#)) without any foreseeable demand to train Canadians in Cornwallis. Of the four RMAF immediate outcomes, only requirement number two, which relates to Canadian defence diplomacy, is supported by the Cornwallis facilities. This RMAF outcome is currently achieved through a combination of training provided at Cornwallis and abroad. The UNIMSOC is described as the flagship course conducted at



Cornwallis and is the basis of the fixed price contract with the ABCC. However, demand for the UNIMSOC is below the projected level with a weakening trend. In comparison, results of the CDA survey and subsequent interviews indicate a continuing demand for offshore training provided by the PPC and other CF activities such as in Sierra Leone. Thus while the training in Cornwallis is acknowledged as valuable, the additional value in comparison of maintaining this capability is questionable.

Business Development

Business development was assessed through interviews and a review of documents to determine the level of increase or decrease in both the types of training provided and the number of participants. Changes were examined for how they relate to the RMAF immediate outcomes.

Review Criteria:

- The term “customer base” is clearly defined, with an active program in place to increase it;
- PPC has a performance management framework in place and it is being used to identify the cost benefit of different business development activities;
- New PPC-sponsored learning activities (courses, training events, lectures, etc.) exist that contribute to the achievement of PPC strategic objectives and business plans; and
- Where applicable, PPC can demonstrate how business development activities contributed to the generation and development of specific initiatives.

Assessment

Growth Opportunities. Business development strategies and plans are designed to map out an organization’s value proposition and convey it to its perceived target audience. For the PPC this includes both domestic and international audiences. Looking forward to a promising future, in its five-year Strategic Plan completed in 2006, the PPC premised its business development on six multi-faceted competitive advantage characteristics when it described itself as: progressive, innovative, multi-disciplinary, integrated, practical and networked. The PPC spent a great deal of time and resources to identify and map both potential immediate and future growth opportunities, and to identify the various strategies it will employ to achieve these goals. Interviews conducted with senior PPC staff in the course of the evaluation identified many initiatives, which the PPC is currently exploring with both domestic and international clients. For example, the Chief of Operations is working closely with CIDA and the police community to establish and reinforce police training projects overseas.

Market Analysis. There are two overarching challenges that PPC must face to succeed in gaining further business development. First and foremost is to have a clear understanding of the market and secondly, to utilize this information in an effective manner. In FY 2004/05 and 2005/06, PPC’s business plans focused on securing government funding rather than further business development. The Five-Year Strategic Plan published in 2006 and the FY 2006/07



Business Plan continue to identify “financial stability” as a strategic priority; however, there is a strong recognition that diversity of funding and less reliance on government funding is an integral method of achieving this. To achieve its vision of becoming a world leader in peace operations thinking and learning, PPC must actively market and differentiate itself from others within the peace centre training community. Secondly, it must become less reliant on its non-competitive government contract.

Program Development and Delivery

First, in conjunction with the assessment of Business Development, this section of the Evaluation studied how effectively the program adapted over the review period to meet the changing needs of the client base of PPC. The second component determined how effectively program changes contributed to the achievement of the expected immediate outcomes as specified in the RMAF.

Review Criteria:

- Changes in program activities evolve in accordance with identified business plans;
- Changes in program activities reflect evolving customer demands;
- Demands for the full range of PPC services are communicated effectively and efficiently throughout PPC;
- Through effective client interaction and other communication activities, PPC management and staff are aware of evolving client demands;
- There is a real-time performance management system that identifies PPC program effectiveness, validates training programs, and thus triggers changes that contribute to overall program effectiveness; and
- There is evidence in the current year’s Business Plan of planned changes to programs resulting from the performance management system.

Assessment

PPC’s current plan identifies extensive activities related to each of its strategic goals. Additionally, there are specifically designed activities that would be of interest to both domestic and international clients. After each program is delivered, a structured debrief is conducted to assess whether the program worked and the facilitators were effective. Changes are made to the program accordingly. Managers also meet with partners, clients and funders on a regular basis to ensure PPC is on the right track.

While these types of actions build PPC profile domestically and internationally, they also present programming development opportunities for PPC. For example, PPC’s extensive network with various institutions should be utilized to identify evolving practice and new niche markets. Additionally, programming geared toward the combined training of civilians, military and the police should be explored in cooperation with other peacekeeping centres.



Recommendations

OPI/OCI	ACTION
PPC/CRS	General Management (Administration/Finance) <ul style="list-style-type: none">• Establish and implement performance measures for the key issues of importance to senior management.• Implement longer-term budgeting and forecasting of training activities for a minimum of two years beyond the current fiscal year.
PPC/DMTAP	<ul style="list-style-type: none">• Develop an enhanced costing methodology or break-even analysis for programming design and delivery costs in order to leverage and exploit competitive advantage. General Management (Human Resources) <ul style="list-style-type: none">• The HR plan should be reviewed annually to measure and report on actual performance compared to planned performance.



Service Delivery

Key stakeholders were invited to discuss a number of service delivery issues. These included the degree to which the PPC has met DND/MTAP, CIDA and DFAIT programming schedules and the satisfaction expressed with the overall design of course programming delivered by the PPC.

Assessment

The PPC is mandated to support the Canadian contribution to international peace and security through education, training and research in all aspects of peace operations. To accomplish this objective, the Contribution Agreement between DND and PPC identified four RMAF immediate outcomes that PPC was to deliver and be measured against. This RMAF was first developed in 2002 and was not amended to reflect the changing environment.

For the most part, interviewees indicated stakeholder satisfaction with the PPC program service deliverables. However, there were indications that the demand for PPC programs is evolving and that some of the PPC feedback mechanisms could be strengthened to allow improved performance management and reporting.

In relation to the four immediate outcomes of the RMAF, the following specific points were found:

Canadian civilians, police and military are prepared for complex peace operations.

Demand for training in Canada appears to be limited. PPC recognized this by removing it as an outcome in the 2005–2006 Business Plan.

Canadian defence diplomacy appreciably enhanced through the preparation of international military for complex peace operations. The strength of PPC programming for DND objectives lies within this area with training provided both outside of and within Canada. The PPC measures success by the number of students on course, the instructors' appreciation of student performance while on course and by feedback from MTAP. The 2005–2006 PPC Annual Report indicates 225 participants within the Defence Diplomacy Program activities. The evaluation interviews and a survey of CDAs from countries supported by MTAP confirmed these activities are seen to be of a high quality. Indications are present that the demand for training outside of Canada remains strong and this is borne out by the increased diversity of the PPC products. Training in Canada is centred on the UNIMSOC provided in Cornwallis. While the evaluation also confirmed participants consider this to be a high quality course, the perception is that the demand for the course is diminishing, although no data was available to substantiate this.

Regional capacity-building programs appreciably expanded. Within the 2005–2006 PPC Annual Report, programs aligned with this outcome are all reported as being sponsored by CIDA. In a broader context, however, it is clear that the MTAP defence diplomacy programs also contribute indirectly to this outcome.



Individuals or groups deployed in the field provided with supplementary training/support.
As noted in the PPC FY 2005–2006 Business Plan, “This item has remained more potential than actual. No activities are planned within this domain for the year.”

Key Findings

DND/MTAP

The level of technical advice and assistance provided between the PPC and DND/MTAP staff varies depending on the specific course location, programming requirements and deliverables. Currently, all courses DND/MTAP sponsors through the PPC serve to advance MTAP’s defence diplomacy initiatives. For example, the delivery of the UNIMSOC at Cornwallis focuses on developing the knowledge and skills that senior officers require to become effective staff officers in a UN integrated mission headquarters. Modular in design, the course uses a problem-based learning methodology delivered in three classroom-based sessions interspersed with a regional and a national field trip, both of which are part of the formal eight-week course.¹

In addition to UNIMSOC, the PPC delivers other programming in Canada and internationally for DND/MTAP through courses such as The Art of the Possible Administration and Logistics for the UN (Kenya), Seminario Ejecutivo en Operaciones de paz (Chile), Free and Equal—Human Rights in Peace Operations (Argentina). In some instances, DND/MTAP assists the PPC in identifying potential course programming opportunities. For example, UNIMSOC was developed by the PPC to support DND/MTAP identified requirements. With MTAP staff providing strategic advice and direction on course specifics, the PPC designed the course. As a final step in course development DND/MTAP completes a proof of concept review.

The clear conclusion of the review of program deliverables is that two of the RMAF Immediate Outcomes are not supported, because they do not reflect the current environment in which the PPC operates. A third, regional capacity-building, benefits from DND funding although all direct programming towards this outcome is supported by CIDA funding.

PPC programming for Defence Diplomacy is well received although it is evolving. Demand for training outside of Canada is strong with program funding coming increasingly from outside of DND. Training within Canada, based in Cornwallis, Nova Scotia, is also noted for its quality. While it appears that demand for the UNIMSOC may be limited, there has been little discussion about alternative models that would be better suited to current requirements or the potential for this program to be delivered off-shore in its current or another form. The PPC is already diversifying its programming; however, the internal performance management system could be improved to both guide future programming and clearly establish relationships to the stated outcomes of contribution agreements.

¹ Previously, courses were offered in one or two week serials. The PPC in discussion with MTAP decided to make the UNIMSOC of eight weeks duration to strengthen the cost effectiveness of the related travel.

CIDA

For CIDA, the PPC has developed course programming related to the *Projet de développement des capacités en maintien de la paix et sécurité*—the Peacekeeping and Security Capacity-Building Project for Francophone Africa. This project is managed from the PPC's Montreal Office. The goal of the program is to build the capacity of countries in Francophone Africa to manage and resolve violent conflict. The program concluded in March 2006; however, DFAIT is continuing to support the delivery of courses through 2007. In addition, the PPC works closely with its African counterparts and other international donors to ensure appropriate knowledge and skills transfer takes place between the PPC and the recipient institutions in Africa. Helping recipient institutions deliver and maintain courses on their own is a key outcome of the training.

The Kofi Annan International Peacekeeping Training Centre (KAIPTC) Support for Capacity-Building Project is managed from the PPC's Ottawa Office. This project is directly targeted at improving the capacity of the KAIPTC to conduct training for students from the Economic Community of West African States (ECOWAS). The member states of the ECOWAS represent francophone, anglophone, and allophone communities.

Currently the KAIPTC Project is scheduled to end on March 31, 2008. While significant progress has been made in terms of the KAIPTC's capacity to develop and deliver training, the parties involved recognize that substantial effort will be required to achieve self-sufficiency.

The West Africa Civilian Police in Peace Operations Leadership and Capacity-Strengthening Project initiative is also managed from the PPC's Ottawa Office. This project is designed to strengthen West African capacity to provide leadership to civilian police missions within peace operations. This project initiative is targeted towards ECOWAS states, and is scheduled for completion by March 31, 2008.

In addition, the PPC continually tries to identify potential programming options to support CIDA's mandate and mission objectives. For example, the PPC develops an initial programming concept. Through ongoing dialogue with CIDA staff, both the PPC and CIDA collectively continue to develop the concept until an agreed upon course design and program format emerges. This interaction between PPC and CIDA on programming and deliverables is a key aspect of the programme development process.

While this evaluation was being conducted, CIDA was in the process of conducting its own evaluation on the results of PPC programming against the CIDA deliverables.

The Canadian Defence Attachés Survey and Feedback Results

In August 2006, 10 CDAs representing 37 countries completed a multi-level questionnaire to provide feedback on the appropriateness, usefulness and effectiveness of the PPC in contributing to the attainment of DMTAP objectives. Survey participant emphasis was placed on Africa, Eastern Europe and Argentina to ensure area coverage for in-theatre PPC courses. Using both



closed and open-ended questions, the PPC Assessment Instrument was designed to gather both qualitative and quantitative respondent perceptions regarding PPC both in terms of strengths/weaknesses and opportunities/challenges.

Through a document search, interviews and the CDA survey, the evaluation team was able to gain insight regarding third party perceptions of PPC-delivered programs. Both the survey questionnaire and the review and analysis of Defence Attachés and Foreign governments' written feedback comments at [Annex B](#) support the notion that PPC has an established history and is well recognized in the international peace community.

Many respondents mentioned that word of mouth and recommendations from international organizations are the primary sources of their positive and negative feedback regarding the PPC service deliverables. While course evaluations/critiques are currently general in nature, the PPC interviewees noted that the PPC was in the process of developing a more rigorous course evaluation protocol.

Recommendations

OPI/OCI	ACTION
PPC/CRS	PPC design and establish performance indicators and targets, aligned to specific contributions and allowing reporting the value of achieving the RMAF outcomes.



Performance Measurement

PPC's performance measurement practices are evolving. Notwithstanding this, the degree to which measures are in place and that appropriate data is being gathered could not be determined. Accordingly, the degree to which PPC performance data supports DND/DMTAP performance measurement objectives could not be determined.²

The DND/CF should have performance measures in place to indicate the degree to which DND/DMTAP benefits from the PPC to further its objectives. The three main pillars of the DND/MTAP program are: Language Training, Professional Development Training and Peace Support Training. In order to build and support those pillars, DND/DMTAP has identified its primary objectives³ as follows:

- Helping other nations improve their peacekeeping capacity;
- Enhancing the ability of nations to cooperate effectively;
- Sharing democratic values;
- Promoting language training to facilitate communication and interoperability; and
- Exposing participants to unique Canadian military traditions and to Canadian culture, values, politics, and society.

While, for the most part, these objectives do not lend themselves to be readily quantified, DMTAP prepares annual assessments, which are a form of self-assessment/reporting that integrate input from CDAs, Foreign Relations Officers and MTAP course graduates. MTAP assessments were completed in FYs 2002/03, 2003/04 and 2004/05. Initial response rates to the assessment questionnaires were disappointing, specific comments were cryptic and not very descriptive in terms of expressing concerns or suggestions, and general comments were in the form of vague accolades of the MTAP program. In each successive year, response rates to assessment questionnaires rose, assessments became increasingly balanced, and refinements were made to the scoring by participant countries. All these factors have contributed to the production of meaningful performance information to help guide and adjust the program.

Objectives identified in the DND/MTAP annual assessment differed somewhat from those included in the July 2005 RMAF. It was therefore unclear which objectives were definitive in terms of guiding MTAP activities.

Stakeholder interviews indicate that the PPC's performance measurement practices are evolving. To demonstrate sound financial management and guide strategic management, an integrated performance management framework must be established. Data relevant to all partners must be routinely collected, analyzed, employed by management and reported to the Board of Directors.

² CIDA Program Evaluation Report: Kofi Annan International Peacekeeping Training Centre Support for Capacity Development and The Peacekeeping and Security Capacity Building Program dated April 2006 denotes that "...projects delivered by PPC may influence the effectiveness of the West African contingents."

³ DMTAP objectives were extracted from the July 2005 version of the MTAP RMAF.



Recommendation

OPI/OCI	ACTION
PPC/CRS	The partnering members should take an integrated approach to performance measurement that would reduce the data gathering and analysis burden for each respective member, yet provide a wealth of performance measurement information that could be used by each of the partners to meet their respective objectives. A performance measurement framework should be co-developed by the PPC and other members of the partnering arrangement and align with the principles of “Results for Canadians.” CIDA has expressed the requirement for PPC to take a Results-Based Management approach to projects conducted for the Agency. Accordingly, these themes should be factored into the framework that is developed.



Best Practices and Alternatives

A number of respondents identified best practices and alternatives that should be considered by the PPC to strengthen program delivery development.

Marketing

- **Niche Marketing.** PPC could benefit from a more focused approach to marketing. This could be accomplished by developing an integrated marketing workplan and through the harmonization of marketing plans and approaches with similar organizations in the peace operations field. Through coordination and collaboration with such organizations, the PPC could enhance its marketing effectiveness both in Canada and internationally.
- **Branding.** PPC could undertake a branding campaign regarding the services they offer. With clearly recognized branding associated with their products the PPC could pursue a more aggressive approach to seeking new contracts and reaching broader markets with their products.
- **Benchmarking.** PPC could undertake benchmarking with other peace operations organizations from around the world. With the benefit of this benchmarking research the PPC could assess its current leadership position in the worldwide peace operations field and ensure its Business Plan makes provision to either maintain its current position or strengthen it.

Human Resources

- **Recruitment.** The continued recruitment and replacement of Board members who are familiar with PPC's mission, and mandate and have a reasonable understanding of peace operations in general will be a key success factor to its future functioning. Among the criteria that should be applied in the selection of candidates for membership would be a certain knowledge level on corporate governance.
- **Workforce Capacity.** PPC should closely monitor the capacity of its workforce (permanent and contracted) to ensure it has the human resources available to provide its mandated service deliverables.
- **Corporate Vision.** PPC could revisit its mission and corporate objectives to ensure there is alignment between its organizational structure and capacity, and the strategic goals it is trying to achieve. The various sectors of the PPC organization need to understand their roles and responsibilities so that the corporation as a whole can maximize its impact.



Partnerships

- **Collaboration.** Many interviewees view working in partnership as a key success factor for PPC program delivery. The partners have generally worked well in the arrangement. An attitude of give and take has been required from all partners while working within the spirit of the Contribution Agreements. Early on in the arrangement, it was determined that PPC financial reporting was not sophisticated enough to meet financial information requirements of the government partners. Through financial system enhancements, the PPC is moving toward improved reporting in keeping with the government theme of “Results for Canadians.”
- **Joint Meetings.** Joint meetings organized between participants in the partnering arrangement would enable the examination of best options and solutions for issues and concerns of common interest to all partners.
- **Co-location Arrangements.** Co-location with other peace operations organizations at specific strategic sites could offer opportunities to build alliances and networks to benefit all parties in the partnering arrangement. PPC has taken steps to establish its Research Development and Learning Directorate, the Operations Directorate and the Defence Diplomacy Division at Carleton University. While a potential relationship is in the early stages of being established, being co-located at Carleton University’s Norman Paterson School of International Affairs, with its recognized program in the public administration faculty, offers mutually beneficial opportunities for both organizations.
- **Linkages.** PPC could consider establishing links with other Canadian federal government departments. Such linkages could lead to further partner arrangements. Since government officials often change positions and/or organizations, it is important for the PPC to maintain these program relationships in a strategic manner.

Governance and Outreach

- **Public Image.** A stronger public profile for the PPC could attract more clients both domestically and internationally and increase recognition of the PPC brand name. Public speaking, networking and exploitation of other marketing venues could strengthen PPC’s outreach to the broader community and potential clients.
- **Information Sharing.** PPC could identify and share best practices in the areas of staff recruitment, problem-based learning, exercise simulations, on-line learning, etc. with existing and potential key stakeholders both domestically and internationally.
- **Presentations.** Community outreach could also involve presentations to universities and other think tank organizations both domestically and internationally. Such presentations have the potential for longer-term impact by strengthening an international understanding of PPC’s mission and mandate.
- **Quality Control.** A shared set of course evaluation standards and criteria could serve as a quality control tool and would enable the PPC to evaluate facilitators, program content and course cohorts in a meaningful, effective manner and demonstrate performance effectiveness.



ANNEX A—MANAGEMENT ACTION PLAN

Ser	CRS Recommendation	OPI	Management Action & Milestones
Governance			
1.	That DMTAP withdraw as a member of the PPC Board of Directors.	ADM(Pol)	DMTAP will resign from the PPC Board of Directors.
Contribution Agreement Core Funding—RMAF Outcomes			
2.	That National Defence cease core funding of the PPC after a three-year transition phase.	PPC (OCI: DMTAP)	National Defence will seek Cabinet approval to institute the next three-year funding period as a transition phase towards cessation of National Defence funding of the PPC. National Defence will then recommend that PPC develop a transition plan to ensure its self-sustainability beyond FY 2009/10, after National Defence has ceased its funding of the centre.
Performance Measurement			
3.	That the PPC design and establish performance indicators, targets, and a reporting framework for each program activity to enhance accountability, and results-based reporting to stakeholders.	CRS (Evaluation)	National Defence, through DMTAP, will ensure that PPC follows through with the development of an effective performance management process that will allow constant improvement of the centre's service delivery and business development. PPC will be requested to present a performance management framework within six months following effective renewal of National Defence funding.



ANNEX B—CANADIAN DEFENCE ATTACHÉS SURVEY AND FEEDBACK RESULTS

Question 1: I am knowledgeable about the extent to which the PPC has provided training and support to my assigned countries.

Number of Responses: 10

Level	Category	Number of Responses
1	Strongly Disagree	
2	Disagree	
3	Neither Agree or Disagree	1
4	Agree	2
5	Strongly Agree	7

Question 2: There is some evidence that PPC graduates apply the knowledge that they have gained.

Number of Responses: 10

Level	Category	Number of Responses
1	Strongly Disagree	
2	Disagree	1
3	Neither Agree or Disagree	1
4	Agree	6
5	Strongly Agree	2

Question 3: PPC training has enabled member countries to demonstrate improved performance in peace support operations.

Number of Responses: 10

Level	Category	Number of Responses
1	Strongly Disagree	
2	Disagree	2
3	Neither Agree or Disagree	1
4	Agree	1
5	Strongly Agree	6



Question 4: PPC’s training has increased the capacity of MTAP member countries to effectively conduct peace support operations.

Number of Responses: 10

Level	Category	Number of Responses
1	Strongly Disagree	
2	Disagree	
3	Neither Agree or Disagree	2
4	Agree	4
5	Strongly Agree	4

Question 5: Among MTAP countries, PPC is a respected and valued service provider.

Number of Responses: 10

Level	Category	Number of Response
1	Strongly Disagree	
2	Disagree	1
3	Neither Agree or Disagree	1
4	Agree	2
5	Strongly Agree	6

Question 6: PPC training has contributed to Canada’s international reputation for promoting social values based on democratic principles.

Number of Responses: 10

Level	Category	Number of Responses
1	Strongly Disagree	
2	Disagree	
3	Neither Agree or Disagree	2
4	Agree	2
5	Strongly Agree	6



Respondent Commentary. Responses received to open-ended questions have been analyzed and arranged in the evaluation matrix below:

Survey Question	Perceived Strengths	Perceived Insufficiencies
Has PPC training contributed to Canada’s international reputation for promoting social values based on democratic principles?	<ul style="list-style-type: none"> ▪ Training described as invaluable for PSO assignments and has become a model for follow-on in-country training. (2) ▪ Both junior and senior officers speak highly of the training received. 	<ul style="list-style-type: none"> ▪ Much of the training is “international” which may dilute the message. ▪ Reputation is less robust than in early 1990s. ▪ Questions whether these values are universally applicable, or whether we could/should learn from others.
How do MTAP member states validate PPC training and monitor course graduates?	<ul style="list-style-type: none"> ▪ Validate through performance during peacekeeping missions or by using graduates as instructors. (3) ▪ Some monitor course validation in terms of national objectives. ▪ Detailed feedback from students after each course. ▪ Monitor service status and career development of graduates. 	<ul style="list-style-type: none"> ▪ There is very little true validation done except for informal candidate feedback. (3)
Are PPC graduates being employed effectively to improve performance and increase capacity of MTAP states in conducting peace support operations?	<ul style="list-style-type: none"> ▪ Courses contribute directly to the capacity of participating countries to take part in missions, enhance interoperability or take assignments as instructors. (3) ▪ Favorable comments confirm the quality of training provided. (2) 	<ul style="list-style-type: none"> ▪ Difficult to know as deployment may come later. ▪ How much it is put to use is questionable. ▪ Few personnel from this country have been exposed to PPC.
If PPC training was not available, would your assigned countries seek similar training elsewhere?	<ul style="list-style-type: none"> ▪ Would try to supplement training from own resources, or with the help of other countries/ international institutions. (3) 	<ul style="list-style-type: none"> ▪ If country had to fund the training, would use it in very limited circumstances. ▪ Few other countries have the funds for sponsorship. ▪ Offers for training abroad sometimes exceed the demand.



**Evaluation of the Pearson Peacekeeping Centre (PPC)
Partnering Arrangement**

Final – April 2007

ANNEX B

Survey Question	Perceived Strengths	Perceived Insufficiencies
<p>Has PPC contributed to improved relations between Canada and your assigned countries?</p>	<ul style="list-style-type: none"> ▪ Military-to-military relationships strengthened. (3) ▪ Enhanced prestige of Canada and development of regional cooperation. (2) ▪ Favorable comments received regarding the quality of training. (2) ▪ PPC’s reputation well known in Africa—can’t afford to lose it. ▪ Fundamental in creating a positive relationship between the MoD/Gen Staffs of these countries and the CF. ▪ Cooperation facilitated in NATO-led missions 	<ul style="list-style-type: none"> ▪ MTAP, not PPC, has contributed to increasing the relationships between Canada and the affiliated countries. ▪ PPC does not have a monopoly on PSO knowledge.
<p>Are there other tangible benefits that Canada gains as a result of PPC activities involving MTAP member states?</p>	<ul style="list-style-type: none"> ▪ Maintaining its reputation is the biggest one. (2) ▪ PPC is the main tool for promoting and achieving the objectives of MTAP. ▪ Building and maintaining positive relationships in the host country. ▪ Exposure to participants of fully democratic systems of government and society in general. ▪ Canada often considered as a source of equipment for missions. ▪ Access to key military advisors in affiliated countries. 	



ANNEX C—RMAF IMMEDIATE OUTCOMES

1. **Canadian civilians, police and military are prepared for complex peace operations.** The Canadian government and non-government potential clients have indicated no significant requirement for the PPC to train Canadian civilians, military or police. Accordingly, PPC's Business Plan makes no provision for any program activity in this area.
2. **Canadian defence diplomacy appreciably enhanced through the preparation of international military for complex peace operations.** This role remains active and vibrant with significant domestic and international programming planned. The recently developed UNIMSOC has been identified as the flagship of the current MTAP/PPC courses.
3. **Regional capacity-building programs appreciably expanded.** In terms of program volume and value, this will be the major focus of the PPC activity with three major programs planned for continuation in Africa during FY 2005/06.
4. **Individuals or groups deployed in the field provided with supplementary training/support.** This item has remained more potential than actual. No activities are planned within this domain for FY 2005/06.

