Iraq:

“Best supported, best supplied military operation in history.”

-Doug Brooks
Int’l Peace Ops:

“The private sector is revolutionizing international peace operations - no mission could succeed without contractors.”

-Doug Brooks
## The Peace and Stability Industry

<table>
<thead>
<tr>
<th>Company Type:</th>
<th>LSCs: Logistics &amp; Support Companies</th>
<th>PSCs: Private Security Companies</th>
<th>SSR&amp;Ds: Security Sector Reform &amp; Development Companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sample Service:</td>
<td>Logistics &amp; Supply Risk Consulting Medical Services Construction Maintenance Engineering Waste Management Strategic Transport</td>
<td>Site Protection Travel &amp; Transit Protection Private Security Details Threat Assessment Intelligence</td>
<td>Security Sector Reform Economic Development Crisis Mitigation &amp; Recovery</td>
</tr>
</tbody>
</table>
Filling the Gaps: The Private Sector

- Surge capacity!
- Faster Better Cheaper.
- Risk Minimization.
- Control.
- If not private who?

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Era of “Westernless” PKOs

- West abandoned responsibility.
- UN not poor man’s NATO!
  - Diverse equipment and capabilities.
  - Quality matters.
  - Motivational issues.
- Size replaces quality.
- Militaries from poorest countries doing bulk of the work.
Industry *Essential* to PKO

- Most militaries lack capabilities
- Armies Focus on Policy Objectives
- Reduced Burden on Peacekeepers
- Reduced Military Footprint
- Vast Reconstruction Advantages
  - Host Country National jobs
  - Capacity building
  - Real Economic benefits
  - Immediate expertise from private sector
  - Staying power
Africa
Finding the limits

- Demand driven industry – gov’t decides
- Private firms normal partners in CCOs
- Operate in weak and failed states
- Operate where gov’t and mil dare not go
- *Not* Decision Makers
- Darfur?
- Legal and political caveats
Regulation and Oversight - Good for Good Companies

- **Essential for Client Comfort**
  - Client ensures ethical contractor behavior

- **Enables Fair Competition**
  - Good Regulation Encourages Healthy Competition

- **Increases Professionalism**
  - The more responsible and professional companies are more likely to win contracts
How to Improve?

- Company and Industry Codes of conduct.
- Contracts – obligations and penalties.
- Improve laws and regulations.
- Good companies support good laws.
- NGOs and human rights orgs can help.
  - Partners in CCOs!
- Industry Gains nothing from failure.
- Client comfort = future business.
Recommendations

- Private sector too valuable to ignore

- Improvements:
  - Legal Frameworks.
  - Coordination with militaries in the field.
  - Contract law for middle military ranks.

- Prepare for *Future Conflict/Post-Conflicts*.
  - Many Iraq Issues Unique.
  - Find ways to fully utilize capacity in future.

- Industry valuable in making laws & policies.
IPOA
International Peace Operations Association

- Not for Profit.
- Industry Assn.
- Middle Ground . . .
- Improve PKOs.
- Codes of Conduct.
- Regulation and Law.
- Advocacy and Education.
Questions?

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