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## Concluding Remarks

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As Dave mentioned in the introduction to this proceedings volume:

*At the end of each Cornwallis Group meeting it is customary to hold a free wheeling and frank discussion of the meeting, the group, and the goals of the attendees. Such was the case at the end of Cornwallis IV: Analysis of Civil Military Interactions. At C-IV, as it became known, we had both an experienced international civilian, Mr. Alex Morrison, and a military commander, LTG Joe Kinzer, present key note addresses. The workshop focused on how these two, often at odds, groups of people could cooperate for the better outcome of Peace Operations. The round table that year suggested that the following year's theme should follow this issue and focus on the, then, looming new issues in the Balkans. Thus our theme of Crisis Response, or how NATO and other militaries view the operations, was joined to that of Societal Reconstruction which is what the political, diplomatic, and humanitarian civilian groups view as the goal of any of these interventions. Kosovo has provided a field full of potential lessons to be learned and internalised. Questions with the wide ranging impact of integrated planning and of diplomatic and international mandate derivation need to be addressed. Questions with focused and directed local impact on the individuals and small groups of the societies in the conflict region must also be addressed. Cornwallis V was rich in experience and the knowledgeable discussion of both of these subjects.*

During Cornwallis V (C-V for those of us addicted to shortening things) General Drewienkiewicz (who allowed us to call him "DZ") got us started on the beginnings of a mission. We were fortunate that he stayed with us for the majority of the workshop and his influence was felt through to the closing round table of this workshop.

Cornwallis IV focused on how an intervention should operate from an integrated perspective of military and civilian operatives. Cornwallis V made further progress by focusing on the mandated processes from both the military (Crisis Response) and the civilian

(Societal Reconstruction) goals. However, one topic kept re-emerging and would not go away. It can best be summed up in a series of questions that start with: How do we know when we have succeeded? And, Which type of intervention process is better? In other words, how do we measure the success or failure of the intervention or of parts of the intervention? Thus the need for a better understanding of measures and metrics was acknowledged.

But you can not get the attention of a hard-core humanitarian field person with a discussion of “Measures and Metrics.” You must make it real, not only to that person, but to the military analyst and operator to whom you are trying to explain the concepts. Therefore, the group thought that Cornwallis VI should train it’s intellectual energies on this topic and a theme of Evaluation and Assessment was proposed. Clearly, militaries do an ‘appreciation of the situation’ or ‘estimate of the situation’ as part of any planning process and all non-governmental and agency organisations do comprehensive assessments prior to any full involvement. They would both gain by understanding how the other group conducted this work. In order to collect information, the collection should be focused to a purpose. The reason for the collection of evaluations and assessments in Peace Operations is to better manage the process of the intervention, or what we will call Crisis Management.

Thus the theme for the next meeting of the Cornwallis Group has been developed. *Cornwallis VI: Analysis for Evaluation, Assessment, and Crisis Management* will meet at The Pearson Peacekeeping Centre starting the morning of 9 April 2001 and concluding shortly after lunch on 12 April 2001 (during an earlier meeting of the group it was determined that it would always convene the Monday before Good Friday, each year).

The next meeting of the Cornwallis Group has been set and more meetings will follow for as long as the original purpose of the group remains: Helping the military and civilian sides of a Peace Operation fully integrate their planning and analysis processes toward the goal of an acknowledged success.

See you in the Spring!

Dave Davis and Ted Woodcock  
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