1.5

Security Council Mandates in Practice

Lesson at a Glance

Aim

To explain how Security Council mandates are set up and used to direct a UN peacekeeping mission.

Relevance

As peacekeeping personnel, you **need to know, follow and "carry out" or "implement" the Security Council mandate**.

The Security Council mandate contains details of the specific tasks for peacekeeping personnel.

Security Council mandates can be vague or open to interpretation. The UN Secretariat and mission leadership also prepare clear, **detailed plans, which together are called the "operational framework".**

This lesson explains the importance of the mandate and how it is put into action through the operational framework. You should be familiar with the mandate and documents in the operational framework which outline your responsibilities.

Learning Outcomes

Learners will:

- Explain why peacekeeping personnel must know the mandate of their peacekeeping operation
- List at least three key planning documents that operationalize Security Council mandates
- Describe how the Security Council monitors mandate implementation

Lesson Map

Recommended Lesson Duration: 45 minutes total
1-2 minutes per slide
Use short option learning activity

The Lesson	Pages 3-20
Starting the Lesson	Intro Slides
Learning Activity 1.5.1: Linking the Mandate to the Conflict	
Why should Peacekeeping Personnel be Familiar with the Security Council Mandate?	Slide 1
Establishing the Mandate for a Peacekeeping Mission	Slide 2
Learning Activity 1.5.2: Analysis of a Security Council Mandate	
Translating the Security Council Mandate into an Operational Framework	Slides 3-7
Monitoring the Mandate	Slide 8
Completion of the Mandate	Slide 9
Summary	Page 21
Learning Evaluation	Pages 22-24
OPTIONAL: Additional Learning Activities	See Resource
Learning Activity 1.5.3: Mandates and International Law	

The Lesson

Starting the Lesson

Introduce the following (using the Introductory Slides):

- Lesson Topic
- Relevance
- Learning Outcomes
- Lesson Overview

Encourage learners to keep mission mandates in mind, and read them after this lesson to reinforce learning on the "establishment and operationalization of Security Council mandates".

The language is technical. Prepare participants by alerting them. Reading and absorbing key terms and concepts may take longer than for earlier lessons. Take time at the beginning of the lesson to review the root words and meaning of "establishment and operationalization of Security Council mandates", the main subject. **Establish** means to set up. **Operationalize** means to put into action. Watch learner reactions as you move through the lesson, and take time to define terms as needed.

Learning Activity   1.5.1

Linking the Mandate to the Conflict

METHOD
Case study, group work

PURPOSE
To understand the design of Security Council mandates

TIME
Short option: 10 minutes
- Group work: 5-7 minutes
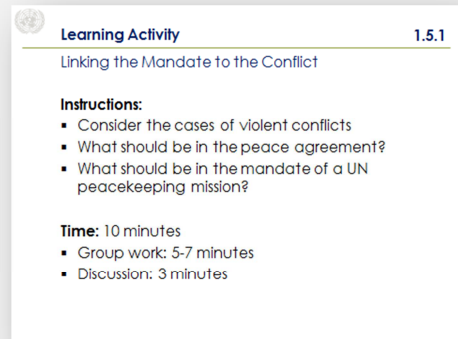- Discussion: 3 minutes

Longer option: 20 minutes
- Group work: 10-15 minutes
- Discussion: 5 minutes

INSTRUCTIONS
- Consider the cases of violent conflicts
- What should be in the peace agreement?
- What should be in the mandate of a UN peacekeeping mission?

RESOURCES
- Learning Activity instructions
- Activity material
- Case studies
- Notes on case studies

Learning Activity 1.5.1
Linking the Mandate to the Conflict

Instructions:
- Consider the cases of violent conflicts
- What should be in the peace agreement?
- What should be in the mandate of a UN peacekeeping mission?

Time: 10 minutes
- Group work: 5-7 minutes
- Discussion: 3 minutes

Why should Peacekeeping Personnel be Familiar with the Security Council Mandate?

Some facts are in earlier lessons. Consider starting by brainstorming. Instead of showing the slides, use questions and information on them to prompt responses. Confirm that participants know core information, and use available time for new content.

Slide 1

Key Message: A mandate is an official order, directive or authorization to take specific action. Peacekeeping personnel are deployed to carry out or "implement" the tasks set in the mandate. This is why peacekeeping personnel must know the mandate of their peacekeeping mission.

The Security Council gives the mandate for a UN peacekeeping operation. Security Council mandates set tasks, which are specific to each peacekeeping mission.

The range of **mandated tasks** differs between peacekeeping missions based on the nature of the conflict, the challenges it presents and the current situation. The type and content of peace agreements reached by parties to a conflict influence **specific tasks** in set in Security Council mandates.

Security Council mandates also set **cross-cutting thematic tasks** which are applied to all peacekeeping missions. Under "themes", these tasks respond to all acts of violence or abuses committed against civilians in situations of armed conflict. The tasks are "cross-cutting" because they are everyone's work and everyone's responsibility.

Cross-cutting thematic tasks are assigned to UN peacekeeping missions on the basis of landmark Security Council resolutions. These resolutions are **based on international law.**

Cross-cutting thematic tasks are set in the areas of:

- **Women, peace and security and ending conflict related sexual violence** (Security Council Resolutions 1325 in 2000, 1820 in 2008, 1888 and 1889 in 2009, 1960 in 2010, 2106 and 2122 in 2013, 2242 in 2015)
- **Children and armed conflict** (Security Council Resolutions 1612 in 2005 and later resolutions 2068 in 2012 and 2143 in 2014)
- **Protection of civilians in armed conflict** (Security Council Resolutions 1674 and 1738 in 2006, 1894 in 2009 and 1998 in 2011).

In particular, the resolutions strongly condemn:

- Violence against all civilians
- Torture
- Gender-based and sexual violence
- Violence against children
- The recruitment and use of child soldiers
- The trafficking of human beings
- The intentional denial of humanitarian assistance

Thorough knowledge of the mandate is essential. The mandate not only lists **tasks of the peacekeeping mission,** but may also give conditions or "benchmarks" for withdrawal of a mission.

Mission efforts focus on carrying out these tasks. The Security Council monitors how the Secretariat and mission implement the mandate. When a peacekeeping mission closes, partners take over remaining tasks.

The Security Council may change a mandate in a new resolution. Peacekeeping personnel need to know the current mandate. UN peacekeeping personnel must be able to explain why the peacekeeping mission is in a country and what it does.

Establishing the Mandate for a Peacekeeping Mission

Slide 2

Key Message: The Security Council decides on deployment of a UN peacekeeping operation (UNPKO). The process leading to that decision includes an analysis of the conflict situation in consultation with key partners.

Encourage learners to think of the steps as part of a connected process, not as separate measures. The UN is large. Work in the peace and security field is complex. The steps outlined ensure that decisions to carry out peacekeeping are a) open and transparent and b) based on the best available knowledge and insight. They show how seriously the Security Council takes a decision about a peacekeeping operation.

Security Council considers a UNPKO as a suitable response to a conflict situation:

- When a crisis or dispute happens (between or within countries), the Secretary-General, the General Assembly and any Member State can ask the Security Council to consider and debate the situation.
- The Security Council addresses each crisis case-by-case to find the most suitable response. Responses are peaceful and coercive measures in the UN Charter.
- The Security Council assesses risk to international peace and security. If a situation poses a risk, the Council may ask the Secretary-General to start UN conflict prevention or peace-making measures. It may also choose to monitor measures that regional powers are already undertaking.

▪ As a situation evolves, the Security Council may consider a UN peacekeeping operation.

Strategic Assessment of the conflict situation to identify UN system engagement:

▪ The Strategic Assessment (SA) is a UN system-wide analysis of the situation. It brings together UN political, security, development, humanitarian and human rights entities to:
  o Develop a shared understanding of the conflict or post-conflict situation
  o Identify the role of stakeholders and core peace consolidation priorities
  o Define the best framework for UN engagement

▪ DPKO and DFS consult the wider UN system. This includes UN Secretariat departments and offices and UN specialized agencies, funds and programmes. UN actors present in the country of focus are important sources. Consultation is through the UN Country Team (UNCT) – which is made up of the UN agencies, funds and programmes present in the country.

This first reference to the UNCT may be worth explaining. All parts of the UN in a country are members of a coordinating group called the UN Country Team. More detail on the UNCT appears in later lessons.

▪ DPKO and DFS also consult other relevant partners:
  o The host government, national authorities
  o Civil society and other local representatives
  o Regional and sub-regional organizations
  o International financial institutions (for example, World Bank, International Monetary Fund)
  o Key Member States (including potential Troop and Police contributing countries and donor countries)

Technical Assessment Mission to the country to analyse the situation on the ground:

▪ A Technical Assessment Mission (TAM) goes to the country or territory recommended for a peacekeeping operation as soon as security allows. The role of the TAM is to:
  o Analyze and assesses circumstances on the ground - overall security, political, humanitarian, human rights and military situation
  o Consider implications of a possible UN peacekeeping operation

▪ The TAM may consist of representatives from the UN system. It should also involve the UNCT.

Security Council decides to deploy a UNPKO – adopts resolution with mandate:

- Based on the findings and recommendations of the TAM, the Secretary-General normally issues a report to the Security Council. The report from Secretary-General may recommend a peacekeeping operation.
- If the Security Council decides to deploy a peacekeeping operation, it issues a resolution with a decision and a mandate.
- The Security Council mandate authorizes the mission, sets the size (total number of personnel), and tasks.

Learning Activity   1.5.2

Analysis of a Security Council Mandate

METHOD
Group work on mandates, discussion

PURPOSE
To deepen understanding of the link between Security Council mandates and tasks of UN peacekeeping operations

TIME
Short option: 5 minutes
- Group work: 3 minutes
- Discussion: 2 minutes

Longer option: 60 minutes
- Group work: 3 minutes
- Discussion: 2 minutes
- Small group discussions:15-20 minutes
- Report back: 25 - 30 minutes to (allowing 3-5 minutes per group – more groups may need more time to report)
- Debrief and close activity: 10 minutes

INSTRUCTIONS
- Consider the mandate of the case study
- Identify the tasks to be carried out
- Discuss the importance of detailed plans

RESOURCES
- Learning Activity instructions
- Activity material

Learning Activity   1.5.2
Analysis of a Security Council Mandate

Instructions:
- Consider the mandate of the case study
- Identify the tasks to be carried out
- Discuss the importance of detailed plans

Time: 5 minutes
- Group work: 3 minutes
- Discussion: 2 minutes

Translating the Mandate into an Operational Framework

For the upcoming topics make a decision on the level of detail to which you explain the processes based on the group of learners you are addressing.

Slide 3

Key Message: The mission mandate is the basis of all the tasks of the mission. However, the mandate does not give details or specific instructions. DPKO and DFS use the mandate to develop detailed plans or an "operational framework" for a mission – to put the mandate into action.

Security Council mandates give high-level strategic direction.

Additional detailed plans put into action or "operationalize" a Security Council mandate. Key planning documents guide how a mission implements a Security Council mandate (listed below). The documents clarify how to interpret the mandate and the roles and responsibilities of military, civilian and police personnel. These planning documents make up the **"operational framework"** of a peacekeeping mission.

Key planning documents are:

- Integrated Strategic Framework (ISF)
- Mission Concept
- Missions' Results-Based Budget (RBB)
- Concept of Operations (CONOPs)

Pause the presentation to ask participants if they are familiar with these documents. Encourage people to share what they know. Note points on a flip-chart sheet. Build on them when you resume the presentation. With regards to the diagram, CONOPs is an example of "component-level plans" – specific to military and police components.

The ISF is a planning document applied to all UN entities present in a country – a UN-wide plan.

The Mission Concept and the mission's RBB are planning documents applied across the UN peacekeeping mission – mission-wide plans.

CONOPs are planning documents applied to the different peacekeeping personnel or "components" (military, police, civilians) – component-level plans.

Slide 4

Key Message: The ISF is a strategic plan for the UN peacekeeping mission and other UN actors in the host country.

Remind learners that a peacekeeping mission is short-term. UN specialized agencies, funds and programmes represented in the UNCT are long-term partners. They know the country and have a continuing presence in peaceful times.

Armed conflicts are increasingly complex. Interventions must integrate political, security, humanitarian and development sides of UN work.

The principle of integration maximizes the individual and collective impact of the UN actors in conflict and post-conflict situations. "Integrated Assessment and Planning" ensures one common UN vision and strategy.

Where both a UNCT and a multidimensional peacekeeping operation are in a country, an ISF is required.

The ISF considers the combined mandates and resources of the mission and the UNCT. It creates a single framework of agreed priorities for peace consolidation. It outlines agreed results, responsibilities and timelines.

The UN ISF connects to the host country's national strategies and plans. The ISF also connects to other UN plans. Two relevant ones are the UN Development Assistance Framework (UNDAF) and the UN Common Humanitarian Action Plan (CHAP).

In the UNDAF, the national government and the UN agree about programmes. The UN CHAP coordinates humanitarian actions. The ISF ensures development and humanitarian partnerships and priorites are considered, as the UN responds to peace and security threats.

The ISF planning document is usually initiated by the Mission Strategic Planning Unit and finalized by the senior management group of the mission in collaboration with UN Headquarters in New York.

Learners may be familiar with the Integrated Mission Planning Process (IMPP). The Integrated Assessment Planning Policy (approved by the Secretary-General, April 2013) replaces the Guidelines on the IMPP (June 2006).

Slide 5

Key Message: The Mission Concept applies to the UN peacekeeping mission. It translates the political intent of the mandate into strategy, plans and guidance for all components.

The "Mission Concept" is developed from the mandate. **The Mission Concept:**

- **Contains the vision and focus of the mission**
- **Gives a roadmap for organizing mission work**

The Mission Concept brings clarity, coherence and synergy, including in the use of mission resources. It is a management tool for senior mission leadership.

The Mission Concept **informs "component-level" planning** – for military, civilian and police components.

Traditional peacekeeping operations do not operate in integrated settings and do not use the ISF to plan. They need a Mission Concept to fill the planning gap. For missions that do use an ISF or similar plan, the Mission Concept provides mission-specific priorities not included in the ISF.

New missions at start-up must develop a Mission Concept. Any change in conditions may require development or revision of a Mission Concept. Examples include change in the mission mandate, reconfiguration of the mission or UN presence, and key milestones in the mission's lifecycle.
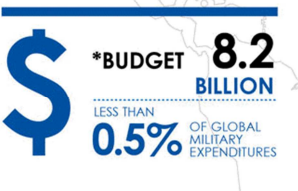
"Key milestones in the mission's lifecycle" include the phases of mission start-up, mandate implementation and transition (handover, withdrawal, liquidation). Ensure learners understand these terms.

Slide 6

Mission Results-Based Budget (RBB)
- Mission planning with aim to achieve results
- Results achieved through management of resources
- RBB for each UNPKO: expected results, resources for activities, used to measure performance

\$ *BUDGET 8.2 BILLION
LESS THAN 0.5% OF GLOBAL MILITARY EXPENDITURES

Key Message: The mission's Results-Based Budget (RBB) is a mission planning tool which aims to achieve results. The mission achieves results through the management of resources.

Resources need to match the Security Council mandate for the peacekeeping mission to succeed.

The mission asks for and gets funding from the UN General Assembly to carry out tasks in the mandate. Funds cover activities, personnel, equipment, supplies and facilities.

Each UN peacekeeping mission has its own RBB. It is a budget which outlines the expected results of the mission, identifies the activities to achieve the results and the resources required for activities. It is used to measure the performance of the mission.

All needs must be covered in the annual RBB. No funds will be available otherwise.

Note there is a difference between the mission's "results-based budget" and the "results-based budgeting" process.

Slide 7

Key Message: The Concept of Operations (CONOPS) is prepared from the Mission Concept. The CONOPS outlines 1) key security objectives, 2) requirements and 3) tasks for military and police components. Military and police have their own CONOPS.

The CONOPS links the mission mandate to key objectives:

- Strategic intent
- Organization and deployment (including timelines)
- Security/force protection
- Rules of engagement (ROE) and the directive on the use of force (DUF)
- Administration and logistics
- Command and control

The CONOPs drives lower level plans for military and police components.

There is a "Military Strategic Concept of Operation" and a "Police Concept of Operation".

Military CONOPS:

- The Military CONOPS is an internal UN document, prepared by the Military Planning Service of DPKO.
- The Head of the Military Component (HOMC) may issue a Military Operations Plan or "Operation Order". This directly supports the CONOPS. It is the HOMC's formal written direction to the military component.

Police CONOPS:

- The Police Division of DPKO prepares the standard Police CONOPS. It includes:
    - The latest update on the situation
    - The requirements of the Police component
    - Strategic directives from the UN Police Adviser
    - Programmes for delivery
    - Expected outcomes of police operations and activities in the mission
- The Police CONOPS covers 1) the mandated strength of the police component and 2) broad guidelines on command, coordination, administration and logistics.

Monitoring the Mandate

Slide 8

4. Monitoring the Mandate

- Security Council monitors implementation of mandate through regular reports
- Secretary-General submits reports to Security Council regarding country's situation
- Reports used to adjust, change, assess completion of mandate

Key Message: The Security Council monitors the implementation of the mandate through regular reports on a country's situation.

The Security Council requires regular reports from the Secretary-General on a country's situation. Peacekeeping operations provide daily, weekly and monthly reports to Headquarters. The Under-Secretary-General (USG) of DPKO prepares summary reports.

The Security Council can adjust or change the mandate of the peacekeeping operation based on reports. Each change in the mandate requires a new Security Council resolution.
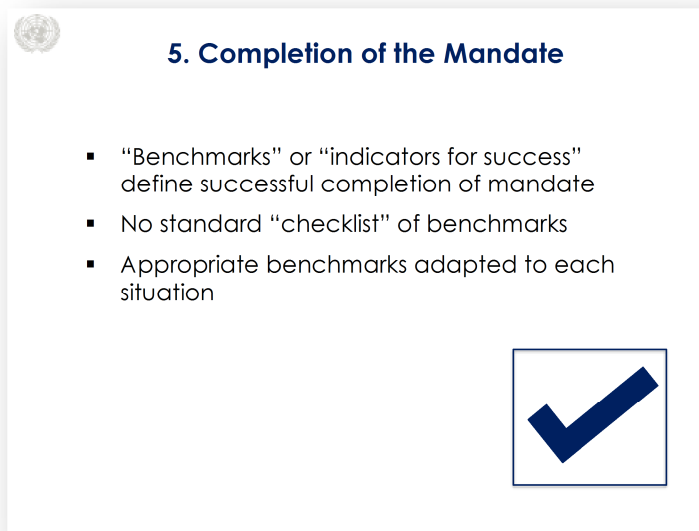
The Security Council uses the reports to:

- Assess when an operation has completed its mandate
- Decide when an operation should transition or withdraw

The Secretary-General's reports and Security Council discussions and decisions are public documents, available on the Security Council website. The UN encourages all peacekeeping personnel to stay informed of developments and changes in the mandate while they are deployed.

Completion of the Mandate

Slide 9

Key Message: Benchmarks or indicators for success define when a peacekeeping operation has successfully completed its mandate.

Ask participants if they can give examples of "benchmarks". They are signposts, or marks of progress. Peacekeeping examples of benchmarks are below.

The Security Council decides on the withdrawal or transition of UN peacekeeping operations. This decision is based on the Secretary-General's reports. The reports contain advice and recommendations from the Secretariat.

No standard "checklist" exists of benchmarks or indicators for success. Appropriate benchmarks are adapted to each situation. The choice depends on the underlying causes of conflict and dynamics. Benchmarks may change as a situation evolves.

For traditional peacekeeping missions the indicator for success of a mission is clear. A traditional peacekeeping mission has successfully completed its mandate when the states or parties to a conflict agree to a peaceful resolution.

Defining success in completing a mandate is harder for complex, multi-dimensional peacekeeping missions. The UN uses the Secretary-General's reports and Security Council resolutions to try and set **benchmarks or indicators for success** for individual peacekeeping operations. Complex realities make this difficult.

Examples of key benchmarks:

- Absence of violent conflict and large-scale abuses of human rights
- Respect for rights of women and minorities
- Ability of national armed forces and national police to provide security and maintain public order, with civilian oversight and respect for human rights
- Women and men having equal rights to vote and seek political office
- Free and fair elections
- Legitimate political institutions are set up and functioning (for example, a legislature)

As part of knowing the mandate, all UN peacekeeping personnel are to know the conditions or benchmarks for the withdrawal of their mission.

Example 1 of Benchmarks for Withdrawal: UNMIL in Liberia

Not every UN peacekeeping operation has clearly defined conditions or benchmarks for withdrawal. The Security Council used detailed benchmarks to measure progress and assess success for the United Nations Mission in Liberia (UNMIL). On the advice of the Secretary-General, benchmarks monitored by the Security Council included:

- Progress on security
- Reintegration of ex-combatants
- Economic revitalization of the country
- Re-establishment of state authority over natural resources
- Progress on governance and rule of law
- Establishment of infrastructure and basic services, including renovation of 39 schools and construction of 41 new schools

The Liberian Government showed progress on security by:

- Developing a national security strategy
- Having functioning national armed forces and police units across the country

Progress on governance and rule of law included justice sector reform, promotion and protection of human rights and establishment of an Anti-Corruption Commission.

Example 2 of Benchmarks for Withdrawal: UNAMSIL in Sierra Leone:

The United Nations Assistance Mission in Sierra Leone (UNAMSIL) completed its mandate in 2005. The Security Council followed the advice of the Secretary-General. It set the following benchmarks to monitor the withdrawal of UNAMSIL:

- Building the capacity of the army and police
- Reintegrating ex-combatants
- Restoring Government control over diamond mining
- Consolidating state authority throughout the country
- Ensuring progress to end the conflict in neighbouring Liberia

Summary

You must know the mandate of your peacekeeping mission so that you can implement your tasks and explain the mission's work

- Peacekeeping personnel are deployed to carry out or "implement" the tasks set in the mandate.
- UN peacekeeping personnel must explain why the peacekeeping operation is in a country and what it does.

Key documents that operationalize the mandate include the ISF, Mission Concept, Mission RBB and CONOPs

- Detailed plans put into action or "operationalize" a Security Council mandate. Key planning documents are:
  - Integrated Strategic Framework (ISF)
  - Mission Concept
  - Missions' Results-Based Budget (RBB)
  - Concept of Operations (CONOPs)

The Security Council monitors mandate implementation through reports – they help the Security Council to assess the mission and make decisions

- The Security Council monitors the implementation of the mandate through regular reports. The Secretary-General reports to the Security Council on a country's situation.
- The Security Council uses the reports to:
  - Assess when an operation has completed its mandate
  - Decide when an operation should transition or withdraw

Evaluation

Note on use: An example of learning evaluation questions for this lesson may be found below.

There are different types of learning evaluation questions for the instructor to choose from (See Options). Types of learning evaluation questions are:
1) Fill in the blank / sentence completion
2) True-false
3) Narrative

Combine in different ways for pre-assessment and post-assessment. Each evaluation type covers different content. No sub-set covers all learning outcomes. Make sure you include learning evaluation questions for each learning outcome when you combine them.

Three main uses of evaluation questions are: a) informally ask the whole group, b) semi-formally assign to small groups, or c) formally give to individuals for written responses.

Evaluation Questions for Lesson 1.5	
Questions	**Answers**
Fill-in-the-blanks	
1. The _____ gives the mandate for a UN peacekeeping operation.	UN Security Council
2. The _____ is the detailed plan which puts the Security Council mandate into action. These planning documents clarify the roles and responsibilities of military, civilian and police personnel.	Operational Framework A Security Council mandate is a strategic decision. The Operational Framework gives details on how a mission implements a Security Council mandate.
3. The _____ contains the vision and focus of the mission, and gives a roadmap for organizing the mission's work.	Mission Concept.
4. The _____ is a mission planning tool which aims to achieve results. The mission achieves results through the management of	Results-based budget, RBB. The UN uses RBB in two ways: ▪ to get resources for peacekeeping; ▪ to measure performance.

resources.	
5. The Security Council monitors the implementation of the mandate through _____.	Regular reports. The Security Council requires regular reports from the Secretary-General on a country's situation. Peacekeeping operations provide daily, weekly and monthly reports to Headquarters. The Under-Secretary General of DPKO prepares summary reports. The Security Council can adjust or change the mandate of the peacekeeping operation, based on these reports. The Security Council uses the reports to ▪ assess when an operation has completed its mandate, and ▪ decide when an operation should transition or withdraw.
True-false	
6. The Operational Framework is one document.	**False**. At least six key planning documents are part of an operational framework: 1. Integrated Strategic Framework (ISF) 2. Mission Concept 3. Concept of Operations (CONOPs) 4. Rules of Engagement (ROE) 5. Directive on the Use of Force (DUF) 6. Mission's Results-Based Budget (RBB)
7. The Integrated Strategic Framework (ISF) is a strategic plan for the peacekeeping operation only.	**False.** The ISF is a strategic plan for the peacekeeping mission and other UN actors in the host country (UNCT). The UN takes an integrated approach for better results. A host country's peace consolidation needs are better met when the peacekeeping mission and UNCT work together on agreed priorities. The principle of integration maximizes the individual and collective impact of the UN actors in conflict and post-conflict situations. "Integrated Assessment and Planning" ensures one common UN vision and strategy.

8. Police and military components in a peacekeeping mission have their own CONOPs.	**True**. The military and police components have their own CONOPs: ▪ "Military Strategic Concept of Operations", and ▪ "Police Concept of Operations".
Narrative *Note: Frame narrative evaluations as questions, requests or directions. You can use these in class, as a group or individually, or send them as homework. They are valuable for self-study and assessment, as are the other evaluation questions.*	
9. Why must peacekeeping personnel know the mandate of their peacekeeping operation?	1. The mandate sets the tasks of the peacekeeping mission 2. UN peacekeeping personnel are deployed to carry out or "implement" the tasks set in the mandate. 3. UN peacekeeping personnel must explain why the peacekeeping operation is in a country and what it does.
10. What is the main purpose of a CONOPS?	The Concept of Operations (CONOPS) outlines 1) key security objectives, 2) requirements and 3) tasks for military and police components.

Commonly Asked Questions and Key Words

Key Words or phrases for this lesson:

Key Word or Phrase	Definition
Establishment	**Establish** means to set up.
Operationalization	**Operationalize** means to put into action.
Operational frameworks	**Operational frameworks** are clear, detailed plans, outlining the responsibilities of peacekeeping personnel.

Commonly asked questions from participants:

Possible Questions	Possible Responses
What is the timeline for when multidimensional peacekeeping operations replaced traditional peacekeeping operations?	The decision by the UN Security Council to deploy a traditional or multidimensional peacekeeping operation relates to the nature of the conflict rather than any timeline. Multidimensional peacekeeping operations have not replaced traditional peacekeeping operations as such, rather since the end of the Cold War internal armed conflicts constitute the vast majority of today's wars and therefore the deployment of multidimensional peacekeeping operations. For example the UN Security Council reacted to the war between Ethiopia and Eritrea by deploying a traditional peacekeeping operation (UNMEE) in 2000, long after the end of the Cold War.
Do contingent commanders and/or sector commanders receive a copy of the military CONOPS, or do they draft their own CONOPS for their area of responsibility?	The CONOPS applies only to the Head of the Military Component (HOMC). The HOMC uses the CONOPS to draft his/her Operational Order (or Plan) which applies to contingent and sector commanders, who are then required to draft their own plans for their area of responsibility based on the HOMC's Operations Order (or Plan).
Do military and police always have separate CONOPs?	Yes. Although both the police and military CONOPs are drafted at DPKO Headquarters in NY, they are separate documents handed over to the Head of the Police Component (HOPC) and Head of the Military Component (HOMC) respectively.
Why is the use of force by military and police governed by two	Military and police use force for different purposes in peacekeeping operations. The military uses force to deter or remove a security threat from armed forces or groups, while

different legal documents?	the police use force to arrest civilians and address criminal behaviour. The use of force by military and police are therefore also governed by different sources of law (the military is governed by humanitarian law and the police by human rights and domestic criminal law).
Who drafts the Rules of Engagement and/or Directive on the Use of Force?	The RoE are drafted by the Office of Military Affairs and the Directive on the Use of Force is drafted by Police Division in DPKO in New York, and approved by the UN's Office of Legal Affairs.
Where is it clarified whether UN Police are armed or not?	This is specified in the Directive on the Use of Force specific to the particular mission and its mandate.
What are "key milestones in the mission's life cycle"?	"Key milestones in the mission's life cycle" include the phases of mission start-up, mandate implementation, and transition (handover, withdrawal and liquidation). • Mission start-up: During startup, the mission strives to reach an initial operating capability (IOC), and eventually a full operating capability (FOC) so that mandate implementation can begin in all areas of deployment. • Mandate Implementation: During the implementation phase, efforts are focused on carrying out the tasks set out in the Security Council mandate and achieving the objectives set out in the mission plan. Transition (handover, withdrawal and liquidation): The process of handover, withdrawal and liquidation begins following a decision by the Security Council. It involves the departure of mission personnel following the hand-over of all remaining tasks to partners, and the final disposal of mission assets and infrastructure in accordance with United Nations rules.

Reference Materials

Below are materials which are a) referenced in this lesson, and b) required reading for instructor preparations:

- Charter of the United Nations, 1945
- United Nations Peacekeeping Operations Principles and Guidelines, also known as the Capstone Doctrine, 2008
- Review peacekeeping mission mandates (See 'Additional Resources')
- UN Policy on Integrated Assessment and Planning (IAP),2013
- DPKO Integrated Assessment and Planning (IAP)Handbook, 2013
- DPKO-DFS Mission Start Up Field Guide for Mission Managers of UN Peacekeeping Operations, 2010
- DPKO-DFS and DPA Guidelines on the Mission Concept, 2014
- DPKO-DFS Policy on UN Transitions in the Context of Drawdown or Withdrawal, 2013
- DPKO-DFS Policy on Planning and Review of Peacekeeping Operations, 2016
- Report of the Secretary-General of 8 August 2007 for UNMIL benchmarks (paragraphs 66 and 67 of S/2007/479)
- Report of the Secretary-General of 19 March 2008 for UNMIL benchmarks (Annex I of S/2008/183)
- Report of the Secretary-General of 5 September 2002 for UNAMSIL benchmarks (S/2002/987)
- All Secretary-General's reports

Additional Resources

UN Information

The website for UN peacekeeping: http://www.un.org/en/peacekeeping/
UN Security Council: http://www.un.org/en/sc/

Original Security Council Resolutions on peacekeeping mission mandates: http://www.un.org/en/sc/documents/resolutions/
(You must know the start year, country and resolution reference details for the mission you wish to search for. For this information, identify the name of the mission using the following links: http://www.un.org/en/peacekeeping/operations/current.shtml; http://www.un.org/en/peacekeeping/operations/past.shtml)

UN Documents

UN documents can be found on: http://www.un.org/en/documents/index.html
(Search by document symbol, e.g. A/63/100)

DPKO and DFS Guidance

The repository for all official DPKO and DFS guidance is the Policy and Practice Database**:** http://ppdb.un.org (only accessible from the UN network). Official peacekeeping guidance documents are also accessible through the Peacekeeping Resource Hub: http://research.un.org/en/peacekeeping-community

Instructors are encouraged to check for the latest guidance.

UN Films

UN films can be found on YouTube: https://www.youtube.com/user/unitednations

Additional Training Resources

UN Peacekeeping Operations: An Introduction
http://portals.unssc.org/course/index.php?categoryid=24