



Objective 1: Familiarise yourself with building trust to establish meaningful connections.

Objective 2: Analyse the perspectives and agenda of collaborators focusing on context, culture and environment indicators.

Objective 3: Develop tips for MGAs on creating a safe and collaborative environment.

Objective 4: Design an engagement plan to optimise and identify talking points and topics to avoid.

Objective 5: Demonstrate confidence in your interactions with the UN and other partners.

Objective 6: Practice powerful questions to gather information in challenging contexts.

Objective 7: Interpret non-verbal communication to understand better the meaning of what is said.

Objective 8: Demonstrate skills using the BRAVING inventory and the trust model.

- Each team has to get one person from their team through the minefield without detonating a mine.
- The person crossing the minefield is blindfolded .
- The team members can only guide the person through the minefield by voice. They can move along the minefield but cannot enter or touch the person in the minefield.
- As soon as the person in the minefield knocks over a glass, they are eliminated.
- The winning team will be the one that manages to get their team member the furthest across the minefield.



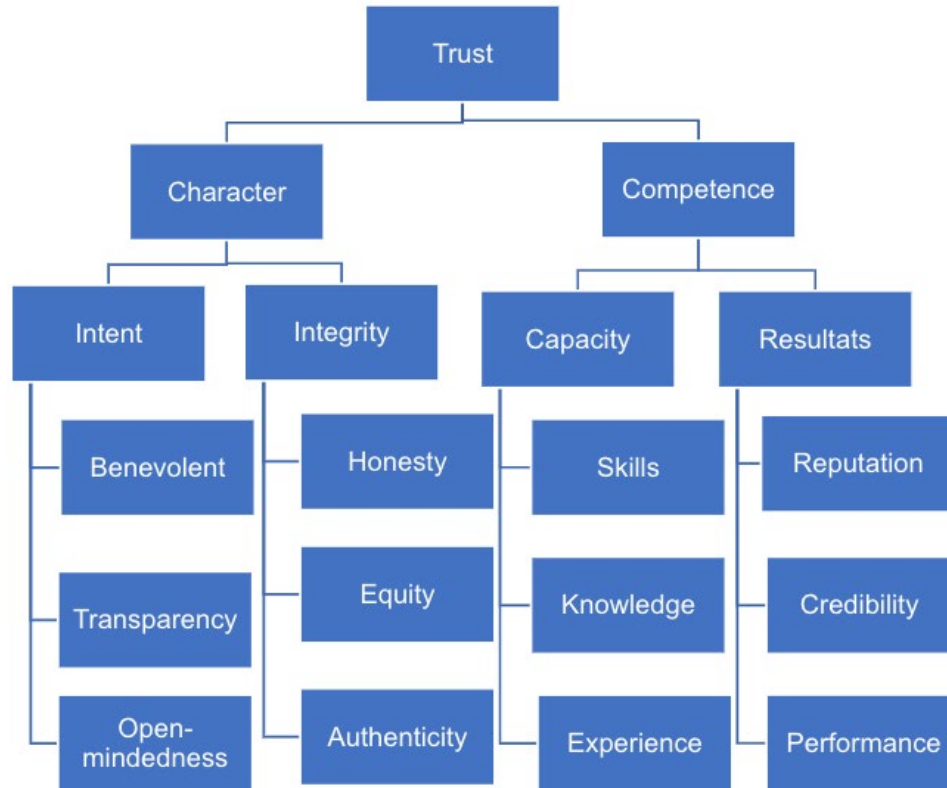
- Ask the person who walked through the minefield how they felt.
- Ask the people guiding the person through the minefield how they felt.
- What discussions took place before the game started?
- If you could do it again, what would you do differently?



Definition

Component: what is needed for trust to exist?





“

Trust:

Choosing to risk making something you value vulnerable to another person's actions.

Distrust:

What is important to me is not safe with this person in this situation (or any situation).

– CHARLES FELTMAN

*The Thin Book of Trust: An Essential Primer
for Building Trust at Work, Second Edition*

BRAVING

Boundaries
Reliability
Accountability
Vault
Integrity
Non Judgment
Generosity

Break

Trust

(Authenticity + Vulnerability) x Credibility

Honesty
Experience
Shared beliefs
Predictability
Similar motivations
Reliability
Caring
Availability
Communication

Environment conducive to vulnerability = psychological safety



7 questions to measure the level of psychological safety in a team

1. When you make a mistake, is it often held against you?
2. Are team members able to raise difficult issues and questions?
3. Do team members sometimes blame others because they are different?
4. Is it permissible to take risks?
5. Is it difficult to ask others for help?
6. Would someone on the team deliberately act in a way that jeopardises my efforts?
7. By working with this team, are my skills and talents valued and used?

Considering the 7 questions of Lesson 3.1 to create a level of psychological safety within a team, ask yourself how to create a safe space for discussions with our mission partners (mission components, NGOs and local population).

- UNMISS UNPOL personnel plan to conduct a weapons search operation in a civilian protection site jointly with the UN Security Office (UNDSS) and the Mine Action Office (UNMAS).
- A UNMISS military battalion is envisaged to protect the search because UNPOL personnel fear reprisals.
- UNPOL operation will be commanded by female personnel.
- The fear is that the military battalion personnel will not accept the leadership and command of a female UNPOL personnel because the battalion does not have female personnel.

Produce a tip sheet for the MGA to establish trust and respect between the UNPOL personnel and the UNMISS battalion in support of the operation.

- A MINUSMA contingent plans to conduct protection of civilians operation in the next month in an area that has seen numerous security incidents.
- The contingent will travel more than 1,000 km into areas usually difficult for MINUSMA civilian personnel to access.
- The MINUSMA Women's Protection Office would like to participate in this operation, but the contingent commander is reluctant. He/she has the following concerns:
 - Personnel from the women's protection office may compromise the security of the operation by divulging tactical details.
 - Women's protection office personnel may compromise the operation because they must be trained for this terrain.

Produce a tip sheet for the MGA to remedy this situation and build trust between the contingent commander and the Women's Protection Office.

- Civil Affairs currently manages 174 CLAs (Community Liaison Assistants) within MONUSCO. Of these, only 15 are female personnel.
- CLAs assist MONUSCO in fulfilling the protection of civilians' mandate through active community liaison, information gathering, identification of risks to civilians, and development of community protection plans.
- Civil Affairs personnel would very much like to increase the number of female CLA personnel, but they have the following concerns:
 - They believe that some troops will not agree to work with female CLAs.
 - There are fears on the part of female CLA personnel that they will become targets of harassment by military troops and male CLAs.
 - The Civil Affairs Office noted that several MONUSCO military bases do not have sanitary facilities for female personnel.
- Civilian versus Military - length of deployment

Produce a tip sheet for the MGA to remedy this situation and support the civil affairs office plan to improve women CLAs' work environment.

- The population of Bangui in the Central African Republic doubts the UN engagement platoon. The population believes that:
 - The primary purpose of the platoon is to gather information, and people are afraid of becoming a target of armed groups if they interact with the platoon.
 - The platoon can bring diseases such as COVID-19, cholera or Ebola.
 - The platoon cannot protect them because of the high presence of female personnel in the platoon.
- These beliefs are initiated and maintained by armed groups against the UN presence.

Produce a tip sheet for the MGA to address this situation and support the engagement platoon in building or restoring trust with the local population.

United Nations
Engagement Platoon
Handbook

First Edition
2022



From Female Engagement Teams to
Engagement Platoons: The Evolution
of Gendered Community Engagement
in UN Peace Operations

GRETCHEN BALDWIN



United Nations Engagement Platoon Reinforcement Training Packages



4	Phase 4: Préparer	5	Phase 5: Exécuter	6	Phase 6: Débriefing/Rapport	7	Phase 7: Ré-engager
<ul style="list-style-type: none"> Avec les interlocuteur·rice·s marginalisé·e·s, encouragez-les à identifier le moment et le lieu où la rencontre aura lieu. Lorsque vous travaillez avec un·e interprète, pensez à quelqu'un·e avec qui votre interlocuteur·rice aura confiance (comme quelqu'un·e de sa propre faction politique, un centre communautaire, un camp de réfugiés). Déterminer qui prend l'initiative (en fonction des rôles sociétaux de la RDC). Pratiquer les nuances sociales. Apprenez les attentes en matière d'échange de cadeaux. Essayer d'apprendre au moins quelques mots du dialecte local. Mettre votre histoire au clair. Discutez des effets souhaités et des termes courants avec le/la conseiller·ère culturel et l'interprète. Faites preuve de respect envers les forces de sécurité locales (FSL) tout au long de la planification et de l'exécution de l'ERDC (faites participer les FSL au processus ainsi qu'à l'exécution). Effectuer une planification standard de la mission (sécurité, manœuvre, logistique, communications, contingences, etc.) Identifier les rôles : désignez un·e enregistreur·se, un·e preneur·se de notes et un·e photographe (à l'ERDC, présentez tout le monde au/ à la dirigeant·e clé). 		<ul style="list-style-type: none"> Tout est question de respect mutuel. Respecter l'étiquette des réunions de la RDC. Être patient·e et savoir écouter. Sachez quand prendre la parole. Regarder l'hôte, et non l'interprète. Appliquez d'autres catalyseurs, si appropriés. Concentrez-vous sur l'objectif. Ne promettez que ce que vous pouvez fournir. Favoriser l'appropriation locale des solutions. Concluez la réunion en clarifiant/répétant les accords. 		<ul style="list-style-type: none"> Effectuez un débriefing/une revue après action post-ERDC incluant les éléments suivants: <ul style="list-style-type: none"> Expériences du comportement / contexte culturel du sujet de l'ERDC Préférences du sujet de l'ERDC en matière de sujets de conversation Soumettre le rapport post-ERDC conformément à la procédure opérationnelle standard de l'unité. Saisir les informations pertinentes sur le/la dirigeant·e clé dans les bases de données désignées pour une utilisation ultérieure. Mise à jour de la carte ERDC de cette personne afin d'optimiser le suivi lors des ERDC ultérieures. 		<ul style="list-style-type: none"> Le réengagement est synonyme d'un ERDC efficace. Maintenir/entretenir la relation. Fournir une méthode pour que le/la dirigeant·e clé puisse vous contacter entre les ERDC. Utiliser au maximum les ressources de la MONUSCO, y compris la coopération civilo-militaire (CIMIC) et les autres piliers civils pour respecter les engagements pris. Suivre le développement et la protection le/la dirigeant·e clé. 	
Post rapport d'ERDC - Format doit au moins inclure...							
		(1) Date et heure de la réunion	(2) Lieu de la réunion	(3) Participant·e·s <ul style="list-style-type: none"> (1) Rapport C/S (2) Unité de soutien <ul style="list-style-type: none"> (1) Responsable de l'engagement (2) Établissement de rapport avec les dirigeant·e·s clé (3) Autres personnes présentes (4) Assistant linguistique utilisé (4) Raison de la rencontre (pourquoi était-il important de rencontrer cette personne ?) 	(5) Sujet de la réunion (votre ordre du jour ou les effets souhaités) <ul style="list-style-type: none"> a) Sujets discutés b) Détails de la discussion (6) Actions à entreprendre <ul style="list-style-type: none"> a) Les vôtres b) Celles des autres (7) Réunion de suivi (si convenu) <ul style="list-style-type: none"> a) Date, heure ; et lieu (8) Évaluation globale (9) Remarques, observations et recommandations		
						Pochette tactique Référence	
<p>Document d'information sur l'établissement de rapport avec les dirigeant·e·s clés (ERDC) en RDC</p>							



Pour répondre aux exigences des conflits contemporains complexes, les acteurs civils et militaires doivent travailler ensemble. Atteindre la population et obtenir son soutien est souvent vital pour le succès de la mission.

Objectifs de la carte

Développer une stratégie avant de conduire une réunion avec des partenaires locaux pour optimiser l'interaction et être sensible aux enjeux de genre.

Évaluer l'impact d'événements spécifiques (tels que les catastrophes naturelles, les épidémies et les changements politiques dans le pays sur différents segments de la population (facteurs d'intersectionnalité) et comment cet impact sera ou pourrait être atténué.

Évaluez les récits qui façonnent le soutien à la gouvernance du pays, l'appel à l'utilisation de la violence ou la fragmentation au sein de la population en identifiant à qui ces récits s'adressent sur la base des facteurs multi-identitaires.

1 Phase 1 : Identifier le/la dirigeant-e clé.

- Identifier la/les personne-s ou l'entité d'influence
- Déterminer le potentiel d'influence à long terme
- Évaluer le réseau des dirigeant-e-s clés



2 Phase 2 : Qu'est-ce que la cartographie de l'intersectionnalité ?

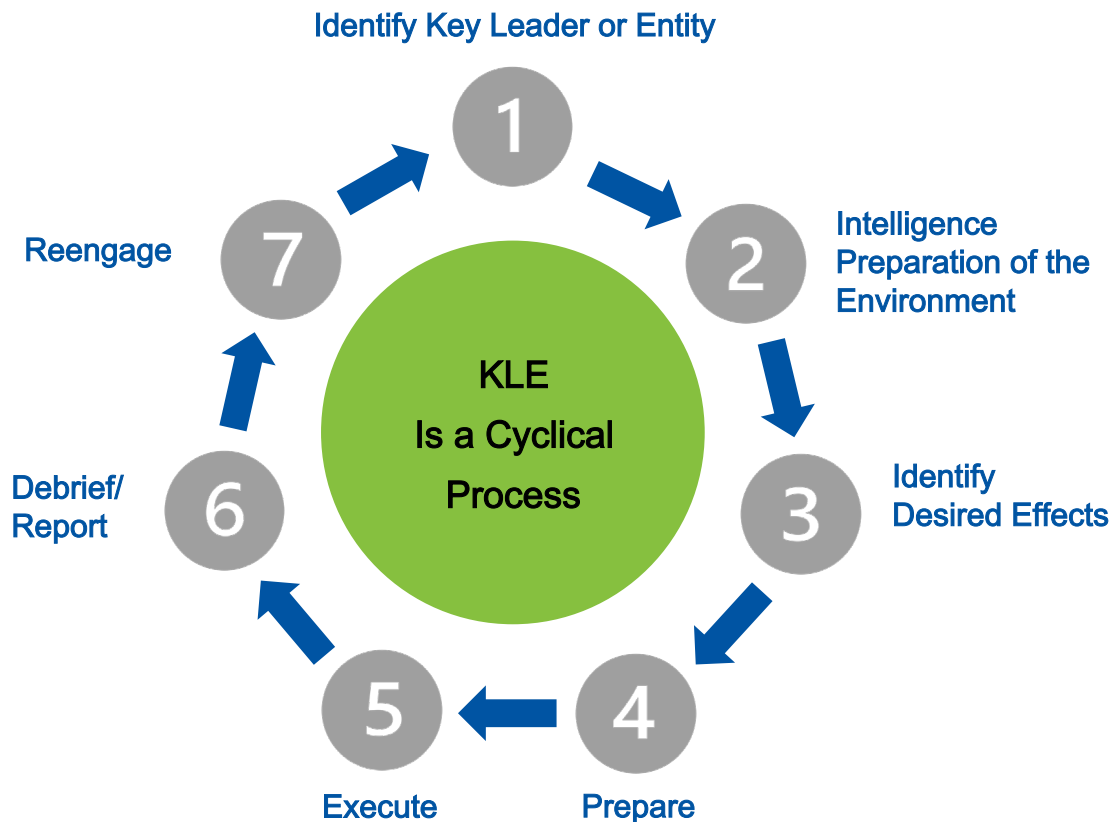
- L'intersectionnalité est un cadre analytique permettant de comprendre comment les aspects des identités sociales et politiques d'une personne se combinent pour créer différents modes de discrimination et de privilèges. Elle façonne également sa vision et sa compréhension d'une situation et le récit qu'elle croira et dont elle se fera l'écho.

2 Phase 2 : Préparation de l'environnement par les services de renseignement

- Confirmer/infirmer la capacité du/de la dirigeant-e clé par rapport aux effets souhaités (est-ce la bonne personne à engager ?)
- Ethnicité (langue/dialecte)
- Origine et perspective tribales (code tribal)
- Origine religieuse
- Affiliation politique
- Associations
- Alliances (personnelles/tribales)
- Ressources
- Réseau social
- Discerner l'agenda, la motivation et les intérêts du/de la dirigeant-e clé.
- Évaluation des vulnérabilités des opérations d'information (questions brûlantes).
- Élaborer des plans d'urgence et des solutions pour contrer les réponses défavorables.
- Examiner les rapports de post-engagement précédents, s'ils sont disponibles.
- Utiliser des options avant-gardistes pour tirer parti des engagements antérieurs et recueillir des informations essentielles auprès des principaux acteurs dirigeant-e-s afin d'accroître les avantages opérationnels ; et tirer parti des autres moyens de collecte.

3 Phase 3 : Identifier les effets souhaités

- Identifier ce que vous voulez atteindre
- Identifier les objectifs de soutien
- Identifier les conditions préliminaires requises pour obtenir le ou les effets désirés
- Prédéterminer ce que vous pouvez offrir afin d'obtenir ce que vous voulez
- Identifier la probabilité d'une réponse favorable à la demande/à l'effet souhaité
- Développer la meilleure alternative à un accord négocié (BATNA)
- Envisager l'utilisation d'autres facilitateur-ice-s



To meet the demands of complex contemporary conflicts, civilian and military actors must work together. Reaching the population and acquiring their support is often vital to mission success.

Objectives of the card

Develop a strategy before conducting a meeting with local partners to optimise interaction and be gender-responsive.

Assess the impact of specific events (like natural disasters, epidemics, and change in the policy/politics in the country on different segments of the population (intersectionality factors) and how this impact will or could be mitigated.

Assess the narratives that shape the support for the country's governance, the call for the use of violence or the fragmentation within the population by identifying to whom these narratives are talking based on their multi-identity factors.

1 Phase 1 : Identify Key Leader

- Identify the person(s) or entity of influence.
- Determine the potential for long-term influence.
- Evaluate the key leader network.

2 Phase 2: What Is intersectionality mapping ?

Intersectionality is an analytical framework for understanding how aspects of a person's social and political identities combine to create different modes of discrimination and privilege. It also shapes their view and understanding of a situation and the narrative it will believe and echo.

Phase 2 : Intelligence Preparation of the Environment.

- Confirm/deny key leader's capability in relation to desired effects (is this the right person to engage?).
- Ethnicity (language/dialect).
- Tribal background and perspective (tribal code, religious background).
- Political affiliation.
- Associations.
- Alliances (personal/tribal).
- Resources.
- Social network.
- Discern key leader's agenda, motivation, and interests.
- Information operations vulnerabilities assessment (hot-button issues).
- Develop contingencies and counters to unfavourable responses.
- Review previous post-engagement reports, if available.
- Use forward-thinking options to build on prior engagements, gather critical information from key leaders for increased operational benefit, and leverage other collection assets.

3 Phase 3: Identify Desired Effects.

- Identify what you want to achieve.
- Identify supporting objectives.
- Identify initial conditions required to achieve the desired effect(s).
- Predetermine what you can offer to get what you want.
- Identify the probability of a favourable response to the request/desired effect.
- Develop the best alternative to a negotiated agreement (BATNA).
- Consider utilising other enablers.

4 Phase 4: Prepare

- With a marginalised interlocutor, encourage them to identify the time and place where the meeting will occur.
- When working with an interpreter, consider someone they will trust (like someone from their own political faction, community centre, or refugee camp).
- Determine who takes the lead (depending on DRC Societal Roles).
- Practice social nuances. Learn gift-exchange expectations.
- Attempt to learn at least a few words of the local dialect.
- Get your story straight. Discussed desired effects and common terms with a cultural advisor and interpreter.
- Show respect to the local security forces (LSF) throughout the planning and KLE execution (get the LSF involved in the process and execution).
- Conduct standard mission planning (security, manoeuvre, logistics, communications, contingencies, etc.).
- Identify roles: designate a recorder, note taker, and photographer (at the KLE, and introduce everyone to the key leader).

5 Phase 5: Execute

- It's all about mutual respect.
- Follow DRC meeting etiquette.
- Be patient and a good listener.
- Know when to speak.
- Look at the host, not at the interpreter.
- Apply other enablers as appropriate.
- Focus on the objective.
- Only promise what you can deliver.
- Install local ownership in solutions.
- Conclude the meeting by clarifying/repeating agreements.

6 Phase 6: Debrief/Report

Conduct post-KLE debrief/after-action review with the following items:

- Experiences of behaviour / cultural background of the KLE subject;
- Preferences in talking points of the KLE subject.

Submit post-KLE report in accordance with the unit's standard operating procedure.

Enter relevant key leader information into designated databases for future use.

Update the KLE card of that person to maximise the follow-up during subsequent KLEs.

7 Phase 7: Re-engage

Re-engagement equals effective KLE.

Sustain/maintain the relationship.

Provide a method for key leader to contact you between KLEs.




Make maximum use of MONUSCO resources, including civil-military cooperation (CIMIC) and other civilian pillars to meet commitments.

Monitor key leader development and protection.

Post KLE-report format should at least include...

1. DTG of meeting
2. Location of meeting
3. Attendees
 - Reporting C/S
 - Supported Unit
 - Engagement Lead
 - Key Leader Engaged
 - Other Persons Present
 - Language Assistant Used
4. Reason for the meeting: why was it important to
5. Topic of Meeting (your agenda or desired effects)
 - Topic Discussed
 - Details of Discussion
6. Actions Items
 - Own
 - Others
7. Follow-up Meeting (if agreed to)
 - DTG; and Location
8. Overall Assessment
9. Remarks, Observations and Recommendations

Tactical Pocket Reference
DRC Key Leader Engagement (KLE) Hand Out

UN CLASSIFICATION		KLE/SLE Engagement Card					
UNITED NATIONS ORGANIZATION STABILIZATION MISSION IN THE CONGO							
KEY LEADER BACKGROUND INFORMATION		DESIRED OUTCOME		MONUSCO KEY QUESTIONS TO BE DISCUSSED:			
 Rank : Full Name: Position: DOB: Education: Political affiliation:		<u>Primary:</u> <u>Secondary:</u> <u>Tertiary:</u>					
CAREER HIGHLIGHTS		MONUSCO KEY MESSAGES					
PREPARED BY:		UN CLASSIFICATION		OPI:		LAST UPDATE:	



“Questions open the door to dialogue and discovery. They are an invitation to creativity and breakthrough thinking. Questions can lead to movement and action on key issues; by generating creative insights, they can ignite change.”

— Vogt, Brown, & Isaacs, 2003, p. 1





You are listening

Level One: Internal Listening

Level Two: Focused Listening

Level Three: Global Listening



Break

Considering this morning's first case study:

The participation of a military contingent in support of a UNPOL operation to search for weapons in a civilian protection site.

A meeting is arranged by the UNMISS MGA with the UNPOL gender advisor to identify likely tasks for the engagement platoon supporting the operation and to assess the level of UNPOL distrust.

Case Study 1 - United Nations Police Gender Advisor



- UNMISS UNPOL personnel are planning to conduct a weapons search operation in a civilian protection site jointly with the UN Security Office (UNDSS) and the Mine Action Office (UNMAS).
- The presence of a UNMISS military battalion is envisaged to provide protection during the search because UNPOL personnel fear reprisals.
- The UNPOL operation will be commanded by female personnel.
- The fear is that the military battalion personnel will not accept the leadership and command of female UNPOL personnel because the battalion does not have female personnel.
- Produce a tip sheet for the MGA to establish a sense of trust and respect between the UNPOL personnel and the UNMISS battalion in support of the operation.

The meeting will last 25 minutes.

The MGA has been with UNMISS for 6 months. The contingent participating in the operation comes from the same country as her. Her mother is a police officer in her country, and she has a lot of respect for the work of the police.

The UNPOL gender advisor is new to UNMISS but was previously deployed to Haiti. She has participated in many joint operations with the military in Haiti, some of which went well and others not. She had already participated in patrols in the protection of civilian sites. She had noted that armed groups sexually abused several civilian women in those sites before they arrived at the sites.

Team 1: UNMISS MGA	<ul style="list-style-type: none">• One person plays the role, 2-3 people can be in support.• In team complete the Engagement Document.
Team 2: UNPOL Gender Advisor	
Team 3 and 4: Observers	<ul style="list-style-type: none">• Give feedback to teams 1 and 2 on the following points:<ul style="list-style-type: none">- Type and relevance of the questions asked- Active listening- Non-verbal communication• Develop an observation tool.• Identify the approach you would have taken if you were the MGA in this simulation.

25 minutes: Prepare the engagement.

25 minutes: Do the role-play.

30 minutes: Debrief (5 minutes feedback from each team, 10 minutes feedback from facilitators).

10 minutes: Zoom call with the UNPOL gender advisor.



Break

Considering this morning's second case study:

The participation of the women's protection office representatives in a protection of civilians operation conducted by the MINUSMA military contingent.

A meeting is arranged by MINUSMA MGA with the head of the women's protection office to identify the possible contribution of the office's representatives to the military operation and to discuss the military contingent mistrust towards them.

Case Study 2 - Women's Protection Office

- A MINUSMA contingent is planning to conduct a civilian protection mission in the next month in an area that has seen numerous security incidents.
- The contingent will travel more than 1,000 km into areas that are normally difficult for MINUSMA civilian personnel to access.
- The MINUSMA Women's Protection Office would like to participate in this mission but the contingent commander is reluctant. He/she has the following concerns:
 - Personnel from the women's protection office may compromise the security of the operation by divulging tactical details.
 - Women's protection office personnel may compromise the operation because they are not trained for this type of terrain.
- **Produce a tip sheet for the MGA to remedy this situation and build trust between the contingent commander and the Women's Protection Office.**

The meeting will last 25 minutes.

The MGA has been with MINUSMA for 6 months. The contingent participating in the operation has an engagement platoon supporting the operation.

The representative of the women's protection office has been in Mali for 4 years. She has already participated in numerous military operations here in Mali, but also Yemen, and the Democratic Republic of the Congo. She would like to personally participate in the operation, accompanied by a national office member.

Team 1: MGA	<ul style="list-style-type: none">• One person plays the role, 2-3 people can be in support.
Team 2: Women's Protection office	
Team 3 and 4: Observers	<ul style="list-style-type: none">• Give feedback to teams 1 and 2 on the following points:<ul style="list-style-type: none">- Type and relevance of the questions asked- Active listening- Non-verbal communication• Develop an observation tool.• Identify the approach you would have taken if you were the MGA in this simulation.

25 minutes: Prepare the engagement.

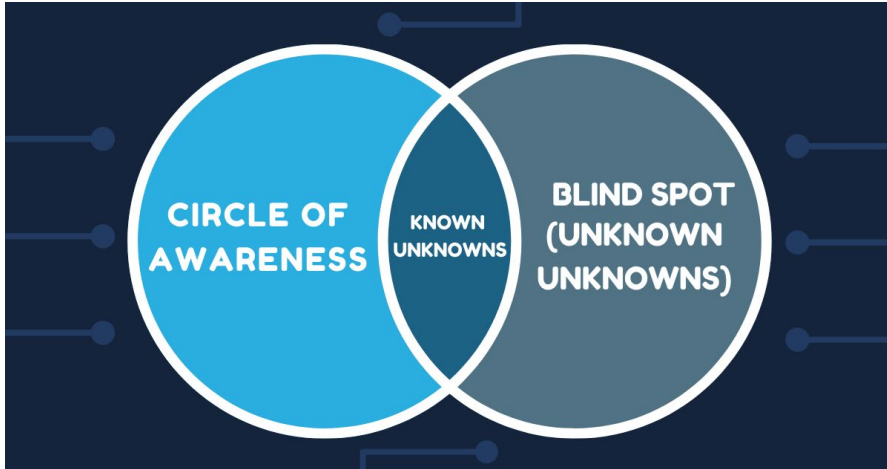
25 minutes: Do the role-play.

30 minutes: Debrief (5 minutes feedback from each team, 10 minutes feedback from facilitators).

10 minutes: Zoom call with the Women's Protection Office.



Break



Our beliefs, experiences and education

The culture of the country where we operate
(**Intelligence**)

The United Nations code of conduct
(**Policies and regulations**)

What are blind spots?

- Create psychological safety
- Be a catalyst, motivator
- Be innovative and creative (advertising campaign, TED talk)
- Balance enthusiasm and risk
- Unlock your unknowns to make better decisions
- Break the illusion of transparency
- Do unto others as you would have them do unto you

What information have you obtained that could impact the stability and security of the region?

What should the military contingent do to gain the confidence of the military component and the Women's Protection Office?

What are your recommendations for future engagements and support of the military component to the organisation?



What will you do differently next time?

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Preparation tool: how will you adapt them?

Prepare your team before the event

Pre-meeting / contact with the organisation
(email, phone)

Welcome / introduce the organisation's
representatives

Topic of discussion

Monopolising the conversation

Use humour

...

