



United Nations  
Peacekeeping



unitar

United Nations Institute for Training and Research



**Objective 1:** Demonstrate confidence when briefing FC or military personnel.

**Objective 2:** Define an engagement plan to optimise and identify discussion points and sensitive topics .

**Objective 3:** Practice powerful questions to gather information when interacting with local civil society organisations.

**Objective 4:** Identify safe spaces for active interaction with local women's organisations.

**Objective 5:** Practice using the BRAVING Inventory and the trust model.

**Objective 6:** Interpret the use of non-verbal communication during important engagements.

**Objective 7:** Analyse the valued perspectives and adapted agenda of local civil society organisations.

**Objective 8:** Examine how civil society and local NGOs are agents for change in social norms.

**Objective 9:** Analyse findings by creating a concise and timely report.

# Demonstrate confidence when briefing (un)responsive Force Commander

3

## Competencies assessed by the Force Commander

- Quality of analysis
- Accuracy
- Quality of support material

## Competencies assessed by facilitators

- Understanding of social norms motivating the use of violence
- Understanding social norms limiting women's role
- Identify the gatekeepers of power and social norms



## **UNMISS - Livestock theft in Southern Sudan**

The Military Force Commander of the United Nations Mission in the Republic of South Sudan (UNMISS) requests your suggestions on how the military contingent can reduce and prevent livestock theft and associated violence in a pastoral community in Southern Sudan.

Presentation of the following offices:

- U2 - Military Intelligence
- U3 - Operations
- U4 - Logistics
- U9 - Civil-Military Cooperation
- Information Operations
- Military Gender Advisor

- **Quality of analysis** - Did the argument include facts to support the proposed courses of action?
- **Accuracy** - Was the presentation concise and directly addressed the Force Commander's question?
- **Supporting material** - Was the supporting material appropriate and kept the Force Commander's interest?

UNMISS teams - What behaviours do you aim to reinforce and change with your proposed courses of action?

Have we considered the following:

- Social norms that motivate the use of violence by young men
- Social norms that relegate women to a supporting role and impact their meaningful participation in community decisions and their future
- Guardians of social norms – older men encourage young men to go out and fight.

Additional source: [https://publications.iom.int/system/files/pdf/A\\_-Boy-Should-be-a-Fighter.pdf](https://publications.iom.int/system/files/pdf/A_-Boy-Should-be-a-Fighter.pdf)

How could the following irrational behaviours studied in lesson 3.1 affect on the proposed courses of action during the Force Commander's morning briefing?

1. Environmental impact of the decision made by people
2. Gender equity is not a zero-sum game.

Empowering women and girls in South Sudan is key to fostering peace - they deter their sons from committing violence.

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Your main objective today is to become an ally of a local NGO in promoting social norms that enable the promotion of at least one pillar of the Women, Peace and Security agenda.

- Individually rank the 4 sub-components of the IDG “Relating” to build a relationship with an NGO in order of importance .
- Explain the reasons behind your ranking.

## 3. Relating — Caring for Others and the World

Appreciating, caring for and feeling connected to others, such as neighbors, future generations or the biosphere, helps us create more just and sustainable systems and societies for everyone.

### Appreciation

Relating to others and to the world with a basic sense of appreciation, gratitude and joy.

### Connectedness

Having a keen sense of being connected with and/or being a part of a larger whole, such as a community, humanity or global ecosystem.

### Humility

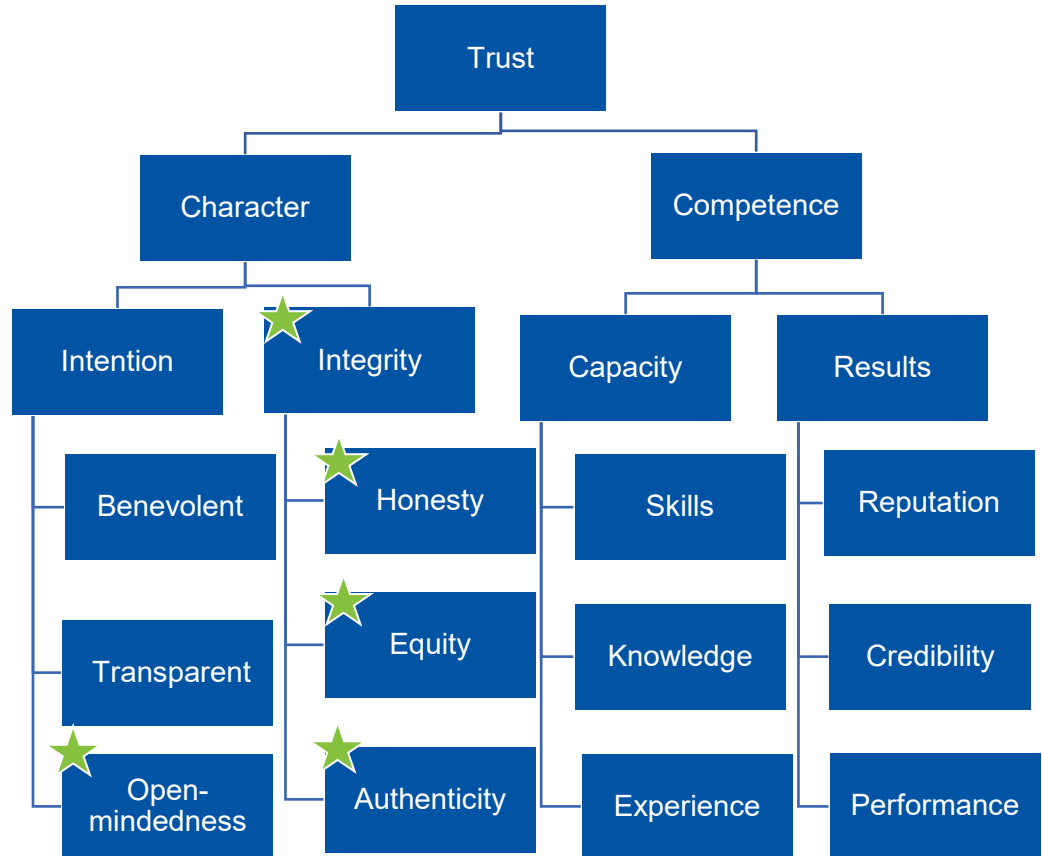
Being able to act in accordance with the needs of the situation without concern for one's own importance.

### Empathy and Compassion

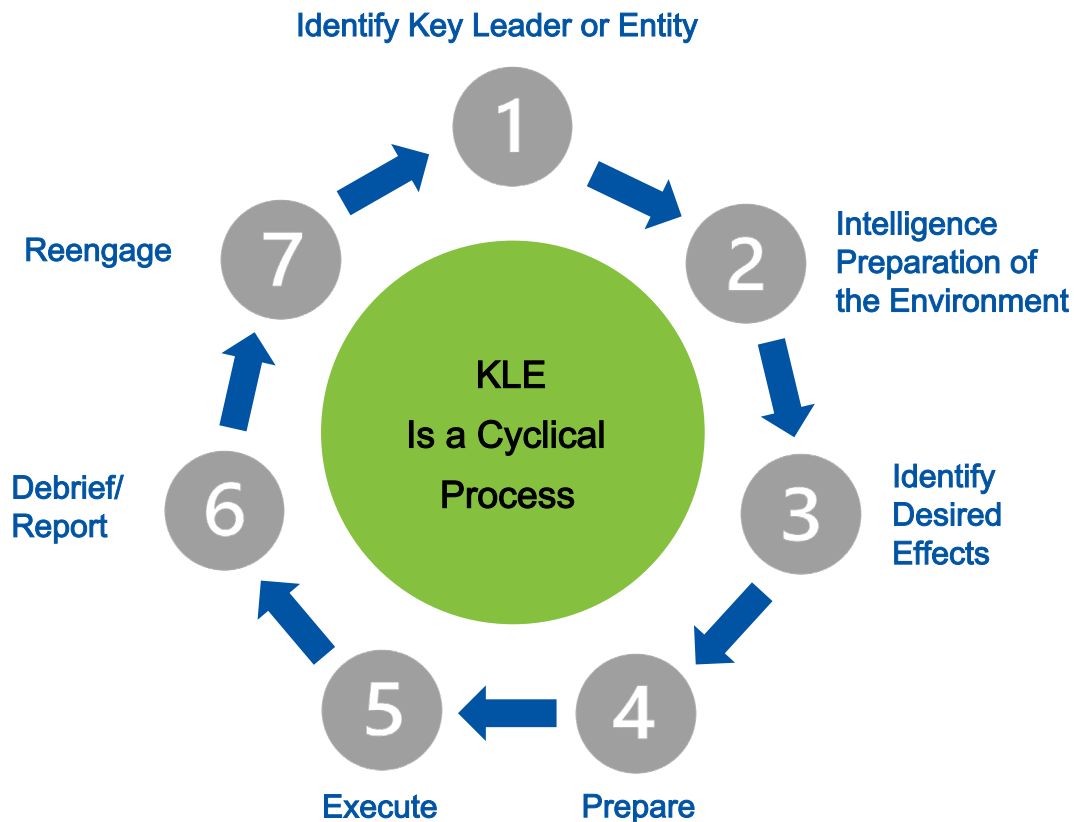
Ability to relate to others, oneself and nature with kindness, empathy and compassion and address related suffering

How is integrity perceived at the level of the NGO?

How do you consider it during your engagement?



**Break**



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							
<b>KEY LEADER BACKGROUND INFORMATION</b>		<b>DESIRED OUTCOME</b>		<b>MONUSCO KEY QUESTIONS TO BE DISCUSSED:</b>			
	Rank : Full Name: Position: DOB: Education: Political affiliation:	Primary:  Secondary:  Tertiary:					
<b>CAREER HIGHLIGHTS</b>		<b>MONUSCO KEY MESSAGES</b>					
PREPARED BY:		UN CLASSIFICATION		OPI:		LAST UPDATE:	

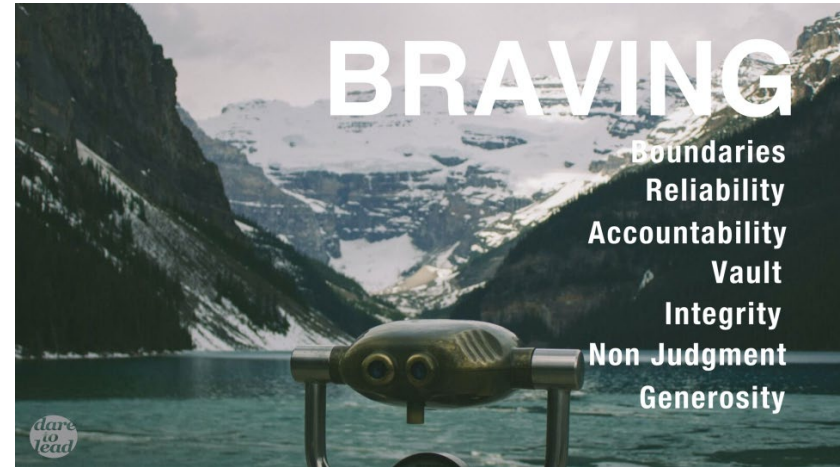
In addition to considering the definition of trust for the non-governmental organisation and the inner development goal “Relating”, consider the following elements:

- Powerful questions
- Psychological safety
- Safe space
- Agent for change

Team 1 advises Team 2 for 10 minutes and vice versa

Team 3 advises Team 4 for 10 minutes and vice versa

- Define the organisation you are going to meet.
- Explain how you plan to conduct the meeting.
- Explain how you plan to gain their trust or at least create an environment conducive to exchange.
- Identify the elements of BRAVING that you plan to use.
- Identify what you want to avoid discussing or doing at all costs.





**Conduct of the meeting**

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

How could the NGO ally with the UN mission in achieving its mandate?

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



# What will you do differently next time?

23



- Preparation tool: how will you adapt them?
- Preparing your team before the event
- Pre-meeting / contact with the organisation (email, phone)
- Welcome / introduction to the organisation's representatives
- Topic of discussion
- Monopolising the conversation
- Use of humour



# Conclusion: If you want to help; shut up and listen

The first principle of assistance is **respect** .

If people don't want to be helped, leave them alone. This should be the second principle of helping.

The most important thing is passion.

Entrepreneurs don't go to community meetings; you must meet them independently.





## UN Women Strategic Plan

2022-2025

Building a Gender-Equal World



*Figure 1: Results structure of the Strategic Plan 2022-2025 IRRF*

### STRATEGIC PLAN VISION

Achieve gender equality, the empowerment of all women and girls and the full enjoyment of their human rights

