



United Nations

Specialised Training Materials

United Nations Military Observers

for United Nations Peace Operations

The Specialised Training Materials (STMs) for United Nations Peacekeeping Operations has been developed by the Integrated Training Service (ITS) of the UN Department of Peace Operations.

This version has been released for use by Member States in their Pre-Deployment Training (PDT) for United Nations Peacekeeping Operations. The suite of STM products will be regularly updated so that it is fully responsive to the needs on the ground. Therefore, we strongly suggest that you check for updated versions before a training programme is conducted.

The latest STM versions can be found online at the Peacekeeping Resource Hub: <http://research.un.org/en/peacekeeping-community>. A link to receive your comments and suggestions for improvement can be found in the resource hub at the same location.

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Integrated Training Service

Department of Peace Operations

United Nations

New York, NY, 10017, USA

Background

The UN Department of Peace Operations (DPO) has developed a suite of training packages to prepare peacekeepers for their deployment in missions. Amongst these packages are the Specialised Training Materials for specific military duties and military units.

In the current peacekeeping environment, United Nations Military Observers (UNMO) are frequently unarmed and operating in remote areas with fragile security conditions. UNMO roles of monitoring and supervising ceasefires, truces and armistice are evolving and adapting in this new complex operational environment. UNMO are required to undergo a more robust pre-deployment training program in accordance with DPO's Operational Readiness Assurance and Performance Standards.

This revised Specialised Training Material packet will provide member states with the UN pre-deployment requirements, lesson plans, and materials specifically designed for UNMO. This STM replaces the guidelines and training materials outlined in United Nations Military Experts on Mission (MEOM / March 2010) designed for Military Liaison Officers (MLOs), UNMO, and Military Advisers (MILADs).

Aim

The aim of these training materials is to provide member states with a comprehensive training package that combines the Conceptual, Legal, and Operational Frameworks. The STM mainstreams relevant aspects of the Protection of Civilians, Gender, Security Risk Management (SRM) and IED safety into the frameworks and materials. The STM includes small learning activities / exercises, as well as, a more comprehensive scenario-based exercise, which can be run at the end of a course to strengthen participants' understanding how better to operate in a UN Peacekeeping environment. The training packages are designed for application in both pre-deployment and in-mission training. Specific training guidance is also included as an annex.

Target audience

The priority target audience for this STM package are military decision makers, staff officers, and military observers. However, leadership at all levels that supervise, support and coordinate training for military observers may benefit from this material. Additionally, it is noted that the military leadership from member states and their national peacekeeping training institutions, course directors, and instructors of military observer courses will benefit from these materials and from the training guidance in Annex C.

Structure of the training materials

The package is constructed in three modules:

Module 1: Conceptual Framework

Module 2: Legal Framework

Module 3: Operational Framework

Annexes:

- **Annex A:** Power Point Slide Lesson Presentations
- **Annex B:** Learning Activities and Table Top Exercise (TTX)
- **Annex C:** Training Guidance
- **Annex D:** References and Background Materials

For all practical purpose, throughout the Specialised Training Material documents, lessons, and slides, we will use the abbreviation/ acronym “UNMO” to refer to the United Nations Military Observers both in singular and in the plural forms.

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Contact person

For any proposal of update or improvement of this package, or any questions pertaining to the training materials, please contact the project leader Abraham Biwot (biwot@un.org) or write to peacekeeping-training@un.org.

Any relevant update will be posted and explained on the Peacekeeping Resource Hub website (<http://research.un.org/en/peacekeeping-community>). Instructors are encouraged to check the site regularly.

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I n s t r u c t o r

Guidance



General Guidance

General Considerations for Instructors

This package is a compendium of critical training content for UNMO operating in UN peacekeeping. No training material can cover the entire spectrum of complexity in a peacekeeping environment, with all its challenges, complexity, and activities. The STM package should therefore be viewed as the baseline to underpin related training efforts for military peacekeepers. However, when designing a particular course, trainers need to be prepared to adapt these materials to the needs of their audience. As a result, the duration of training courses delivered based on the materials may vary greatly. Ideally, as a guide, it is suggested that the materials be delivered in seven to ten days.

Concerning necessary competencies for participants to benefit from this training package, it is recommended that personnel receiving this training be proficient in military tasks (individually and collectively) at the tactical and technical level. Also, it is expected that the officer be capable of performing proficiency in the following skills: language, writing, reporting, briefing, mediation, negotiation, and use of language assistants. It is critical for all participants to have received the Core Pre-Deployment Training Materials (CPTM) as a pre-requisite to this training. The CPTM contains fundamental principles, concepts and ideas to UN Peacekeeping Operations (UNPKO), which should be grasped by trainees before participating in the UNMO STM course. Instructors should develop and implement an initial written test and final test (post instruction) to reinforce learning objectives and evaluate the training level / knowledge of participants.

The STMs can be downloaded from: <http://research.un.org>

Instructor Profile

This training package is best presented by instructors who master the STM, have a basic knowledge / skill of mediation, negotiation, use of language assistants, EIDs, use of media, UN reporting, and identification of military vehicle, weapons and aircraft. Instructors should have previous experience working in a UN peacekeeping mission, experience as an UNMO or working with UNMO at the tactical / operational levels.

The knowledge on the mission where trainees are to be deployed is advisable, to be able to deliver a targeted course based on real experience. Finally, instructors should be familiar and comfortable with facilitator-based instruction and facilitating scenario-based Tabletop Exercises (TTX).

Tabletop Exercise (TTX) Considerations

Contained in the STMs are TTXs. These exercises are scenario / situational driven learning activities to help consolidate learning outcomes and help reinforce the lessons "Take Away". TTXs provide a learning environment tailored to facilitate discussions. They are set in an informal learning environment where the target audience is able to discuss the principles and concepts when operating in a United Nations Peacekeeping operation using the hypothetical, NARALAND scenario and unit specific situations. The exercises help participants to better understand the manifestation of integrating units in a peacekeeping environment.




Methodology: Using their national problem-solving doctrine, methodology, military decision-making processes, troop leading procedure, participants analyze situations, missions and present Courses of Actions (COAs) to be executed in a UN peacekeeping operation. The effectiveness of a TTX is derived from the energetic involvement of participants under the guidance, of experienced instructors and mentors. Instructors should highlight the adequacy of the core elements and principles when operating in support of peacekeeping operations. Instructors should assist participants in bridging gaps in the transition from standard military operations to peacekeeping operations. It is important that instructors emphasize that C2, operations conducted with incomplete information, the support structure, and the coordination / collaboration with the various actors and interlocutors in a UN peace operation can be a challenge.

Training Characteristics

Training will vary for different troop contributing countries, based on priorities and resources. However, some fundamental training characteristics should be respected when delivering the course:

- Training should be interactive and encourage the participation of trainees
- Trainers should bring examples and antidotes from actual UNPKOs
- Training should be evaluated

Symbols Legend

	Interactive presentation or small exercises to engage the participants
	Suggested film segment to illustrate the content
	Note to the instructor to highlight particular aspects of the materials or point towards additional materials

General Preparations

Equipment:

1. Computer / internet access
2. Projector and Screen
3. Flip Charts and Whiteboards

Materials:

1. Copies of handouts, relevant UN DPO / DOS Handbook and Policies
2. Power Point presentations
3. Any other material required for conducting learning activities

Module 1



Conceptual Framework

Module 1 at a Glance

Aim

The aim of this module is to familiarize participants with the:

- Overview and concept of UNMO
- Nature and characteristics, roles and identity of UNMO and the nature of challenges in missions, especially in non-permissive environments
- Logistical and Administrative support to UNMO
- Organisational principles, flexibility and adaptability of UNMO
- Command & Control, responsibilities of key mission leaders and sections
- UN policies on arming UNMO
- Use of Intelligence in the UN and how it relates to the UNMO
- The concept of safety and security for UNMO in a UN mission

Overview

Module 1 provides an overview of the conceptual framework related to UNMO operating in a UN PKO to support and help contribute towards a successful achievement of the Mandate. It also examines the nature, capabilities, and characteristics of UNMO and how they support the UN Mission components and, in some cases, the host nation.

Introduction

Slide 1



Key Message: United Nations Military Observers or UNMO contribute decisively and in support of the successful achievement of the Mission's Mandate. To date, UNMO have deployed to peacekeeping operations in many of the UN missions. To acknowledge nature, characteristics of UNMO and their complementarity with the force and the other components in the mission it is essential for us to be familiar with their conceptual framework.

The aim of Module 1 is to provide you an overview of UNMO in order to employ them in an appropriate manner and to familiarize you with the conceptual framework of how UNMO support UN missions.

It should be emphasized that the aim of this course is to provide UN Troop Contributing Countries (TCCs) with a comprehensive training package that combines the Conceptual, Legal, and Operational Frameworks for the employment of UNMO; starting here with the Conceptual Framework. This Specific Training Material (STM) will also help mainstream aspects of Protection of Civilians and Gender into the frameworks and materials. The STM includes learning exercises and discussions, as well as, a more comprehensive scenario-based exercise / Table Top Exercise (TTX), which can be run at the end of a course to help strengthen our understanding how better to employ UNMO in a UN Peacekeeping environment. This training package is designed for application in both pre-deployment and in-mission training.

The audience for this STM package includes personnel identified to deploy as UNMO in a UN PKO, military decision makers, staff officers, and tactical unit leaders, who during their UN deployment may be assigned to, employ, coordinated or perform missions with UNMO. However, leadership at all levels that supervise, train, prepare, support and coordinate with UNMO may also benefit from this material.

For all practical purpose, throughout the Specialised Training Material documents, lessons, and slides, we will use the abbreviation/ acronym “UNMO” to refer to the United Nations Military Observers both in singular and in the plural forms.

Slide 2

Module 1 Content

- 1.1 UNMO Overview
- 1.2 UNMO Command and Control and Structure
- 1.3 UNMO Concept of Support
- 1.4 UN Peacekeeping Intelligence
- 1.5 Safety and Security

3

In this Module that addresses the conceptual framework for UNMO operating in a UNPKO, we will cover these lessons. UNMO activities are always conducted in compliance with peacekeeping principles and ethos in mind. More importantly, UNMO should always operate within the context of the Mission's mandate.

In Module 1, in the Conceptual Framework, we will cover these lessons:

1.1 Conceptual Overview of UNMO

1.2 UNMO Command & Control and structure

1.3 UNMO Concept of Support -Logistical and Administrative Support

1.4 United Nations Peacekeeping Intelligence (UNPI)

1.5 Safety and Security

Lesson

1.1



UNMO Overview

The Lesson



Starting the Lesson



For an interactive start to this Lesson, ask the participants if they have had experience in a UNPKO. Ask them to tell the group about their specific challenges with command and control, logistics, security, tasking orders, and the employment of UNMO. Also, have them tell the group about the characteristics of the current complex and challenging UN PKO environment.



Note to instructor – recommend that lesson 1.1 be presented by a trainer who has some personal experience as operating as an UNMO, in a Sector or Force HQs working in a UN PKO. The instructor should also encourage questions from the participants and aim for an interactive discussion. All participants should be encouraged to contribute to the group discussions and learning activities. Recommend that the instructor read, *Guidelines March 2017: United Nations Military Observers (UNMO) in Peacekeeping Operations*, before giving the lesson.

Slide 3



Lesson 1.1 Overview of United Nations Military Observers (UNMO)

3

Key Message: As UNMO are a special asset creating effects that contribute to the achievement of operational-level objectives, it is crucial that military decision makers, staff officers, and tactical level unit leaders who employ, or work with UNMO are aware of their capabilities and limitations.

We will give an overview of the roles and employment concept of UNMO in the current complex UN PKO environment. This means from this point forward you should try to be in the mind-set of wearing the Blue Beret that represents the UN in a complex peacekeeping environment.

The UNMO must be fully integrated into the mission and force concepts, as well as, the tactical, operational, and strategic information / intelligence frameworks. The UNMO has its own unique characteristics that add a dimension in the accomplishment of the Mission's mandate.

It is important to understand that the UNMO is deployed as part of the military structure of the UN Mission that may have a myriad of roles and supporting tasks.

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Slide 4

Lesson 1.1 Content

- Roles and responsibilities
- Distinctive identity
- Deployment in non-permissive environments
- Arming UNMO

4

Key Message: UNMO are an operational asset which represents a capability that should be employed for achieving specific objectives in support of the mandate.

Here are the subject areas we will be covering. This lesson content covers the roles and aim of UNMO employment, as well as, the operational environment. Finally; we will discuss other considerations that are needed to optimize UNMO in a mission.

It is important to understand up front that, UNMO do not operate in total isolation but work in close coordination with other United Nations stakeholders including the mission's military / police contingents, civilian components and other agencies.

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Slide 5

Learning Outcomes Lesson 1.1

- List UNMO main roles
- Explain how to maintain and display a distinctive identity as UNMO
- Explain when and how UNMO are deployed into non-permissive environments
- Describe the UN policy on arming UNMO

5

Key Message: UNMO is an enabling asset that facilitates the accomplishment of the mandate through verification, coordination, negotiations, force protection, POC and current information / Intelligence. We should understand and consider UNMO as a unique effective asset presenting the Force Commander (FC) with specific capabilities.

In all good training practices, let's review the learning outcomes. At the end of the lesson our aim is for you to be able to assimilate the essential roles and responsibilities and how the UNMO fits in the UN structure. Please take a moment to read and understand the requirements:

- List UNMO main roles
- Explain how to maintain and display a distinctive identity as UNMO
- Explain when and how UNMO are deployed into non-permissive environments
- Describe the UN policy on arming UNMO

Slide 6

UNMO

What are the roles of an
UNMO?

6



- *Ask the class what they think are the roles of an UNMO; record about 5 tasks on butcher chart or white board so the class can view the progress*
- *If this goes well; ask them to give a mission example for the task they suggest, e.g. if a student states that ceasefire monitoring is an UNMO task*
- *Ask them for an example of a mission where that is occurring such as United Nations Truce Supervision Organization (UNTSO)*
- *If the students are quiet, prompt them by asking what current missions they know of, what is happening there and what they think that the UNMO are doing*
- *This discussion should take 10 minutes*

Slide 7

Core Roles of UNMO

- Observation, monitoring and reporting
- Assessment and verification
- Negotiation and mediation
- Liaison and coordination

7

There are four main types of roles which are expected of UNMO in the field

Observation, monitoring and reporting:

- UNMO primarily observe and monitor military / peace agreements between parties to a conflict; cease-fire, armistice, withdrawal or separation of forces
- Humanitarian situations impacting human rights, violations, abuses against children, incidents, trends of conflict, sexual violence; and return of refugees or displaced persons
- Part of an early warning framework reporting on security, POC, political and humanitarian situations. Often, this is done in cooperation with civilian mission components, like UN Mine Action Service, Human Rights Division and Disarmament, Demobilization and Reintegration team

Assessment and verification:

- UNMO conduct assessments and verification of information concerning armed groups, cease-fire allegations, post-conflict agreements, presence of explosive hazards, or any matter directed by the HOMC/FC. Verification is increasingly pertaining to cantonment, demobilization and re-integration of armed groups as well as the collection, storage, decommissioning of weapons

Negotiation and mediation

- UNMO facilitate or conduct formal and informal negotiations between persons and groups in the field and/or represent the United Nations mission in such negotiation/mediation.
- Negotiation and mediation tasks address a range of issues including de-escalating violence, persuading parties on a peaceful resolution, exchange of prisoners, freedom of movement, or assisting the return of refugees and internally displaced persons. UNMO should refer to subject matter experts for technical assistance

Liaison and coordination

- UNMO get involve in outreach and establishment of military liaison and coordination between the mission and other field entities.
- Mission components, host nation local governments, host nation military forces, security institutions, armed groups; international agencies, UN partners, and non-governmental organizations,
- Civil society groups including human rights organizations, women's groups, youth groups and disabled person's organizations; humanitarian assistance community

Slide 8

UNMO Team Site

- Team Site Leader
- Deputy Team Site Leader (DTSL) and/or Operations Group Leader
- Operations Officer
- Military Information / Intelligence Officer (1/2)
- Movement / DDR and CIMIC Officer (1/2)
- Training Officer
- TS Chief Administration Officer
- Administration and Logistics Officer (1/2)

UNMO teams are mission tailored. The size and composition of teams depend on the mission mandate and area of responsibility. At a minimum, the teams should be multinational and comprise six military officers in the rank of Captain to Lieutenant Colonel (with a Lieutenant Colonel as Team Leader). Each team site should ideally have female UNMO. Female UNMO are critically important in providing better access and outreach to local communities, especially women and children.

In order to improve working efficiency of a team site, UNMO should be assigned specific responsibilities within the team such as personnel, operations, logistics, communications and liaison. This is essential for the team to maintain operational effectiveness. These responsibilities include:

- Team site leader
- Deputy Team Site Leader and Operations Group Leader
- Operations Officer
- Military Information/Intelligence Officer (1/2)
- Movement/DDR and CIMIC Officer (1/2)
- Training Officer
- TS Chief Administration Officer
- Administration and Logistics Officer (1/2)

Slide 9

UNMO Distinctive Identity

- Vehicle markings
- Mission ID cards
- Armbands
- Vests
- UNMO flags: vehicles and accommodation
- Mission public information

UNMO are outreach-oriented, impartial and unarmed. Being unarmed is an important means by which UNMO build trust in their roles in the mission.

To maintain their identity and enhance their personal security, UNMO should be easily distinguishable from the mission's armed contingents, particularly when conducting operations while escorted by armed contingents.

UNMO include clearly markings on their vehicles in both English and the local language; for example, markings may include "UNITED NATIONS MILITARY OBSERVERS". UNMO should also be provided with military ID cards, distinctive armbands and/or easily recognizable, highly visible vests. In addition to the United Nations flag, UNMO vehicles and accommodations bear a distinctive UNMO flag designed / flown so that their premises are easily identifiable to parties to the conflict, as well as, the local civilian population.

The UN mission's public information messages should also include information about the UNMO presence, tasks and activities for the benefit of stakeholders and the local population.

Slide 10

Non-Permissive Environments

- UNMO in Non-Permissive Environment
- Unstable Security Environment
- Delay deployment
- Risk assessment / mitigation
- HOM / FC decision
- Not in small TS in isolated areas

UNMO deployed in non-permissive environments may face unpredictable and potentially life-threatening situations. Unstable security situations do not permit UNMO to perform their functions effectively and independently.

In non-permissive environments the deployment of UNMO may be delayed until the HOMC/FC determines that the security situation is conducive to UNMO operations. This is determined through a comprehensive threat and risk management assessment of the AOR.

Risks for UNMO in non-permissive environments could be mitigated by co-locating them with military or police contingents that provide armed escort. However, sometimes risks cannot be effectively mitigated and UNMO should not be deployed in their normal small team sites in isolated areas.

Slide 11

Arming UNMO

- Normally unarmed
- UNHQs grant on exceptional basis
- Structured Risk assessment conducted
- Specific directive in use of Firearms

UNMO enjoy a special and advantageous status as impartial and unarmed when dealing with local stakeholders. UNMO are perceived as non-threatening, relying only on reason and skill, rather than force, to achieve goals. Remember from earlier in the lesson that this is the basis of their distinctive identity

In most cases, UNMO do not carry weapons or ammunition, whether issued by their home country or personally owned. They should not buy, own or export weapons or ammunition while on mission.

On an exceptional basis and in high-risk areas, the HOMC/FC may recommend to the HOM arming UNMO after completing a structured Risk assessment of the mission. Arming UNMO may only be authorized by USG, DPO, in consultation with DSS USG.

Situations where this might arise could include where there are numerous armed groups outside the peace process, or terrorist groups seeking recognition by targeting United Nations personnel.

If the USG DPO approves the arming of UNMO, then they will include a specific directive for the use of firearms by UNMO. This directive identifies principles, parameters and conditions for the use of force by the UNMO. Similarly, the mission should draft a SOP, in consultation with UNHQ, on carrying of arms by individual UNMO.



Nonetheless, there have been recurring suggestions that UNMO should carry personal weapons when operating in non-permissive environments. This is a sensitive issue for many, and the instructor may like to initiate debate in the following areas:

- *Arming UNMO may increase, not reduce risks to their security*
- *Armed UNMO may give the impression that they are part of armed contingents*
- *Armed incidents could negatively affect the ability of UNMO to conduct open interaction with the local population and other parties to the conflict*

Slide 12

Lesson Take Away

- Observe, monitor, report, verify, mediate, coordinate
- Special ID markings- vehicles, uniform, cards
- Risk assessments / mitigation a must in today's UNPKO environment
- Arming UNMO UNHQs decision

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Key Message: As UNMO is a key asset that contributes to the achievement of UN operational-level objectives, it is crucial that deploying UNMO, military decision makers, staff officers, other military experts on mission and tactical level unit leaders have an understanding of their roles, capabilities and limitations to better employ UNMO and work within an United Nations operational environment.

To this end we should be aware of the following:

- UNMO have several key mission roles, staff roles to ensure their team site functions effectively
- UNMO roles include-observation, monitoring and reporting; assessment and verification; negotiation and mediation; liaison and coordination
- UNMO have a distinctive identity that separates them from other identities in a mission, which facilitates their specific roles. This should be visibly displayed on vehicles, on their persons and on their accommodation using flags, armbands and IDs
- When and how UNMO are deployed into non-permissive environments depends on the security risk assessment. If warranted and given special authorization UNMO can be armed; however, there are certain limitations on how they conduct their tasks

Summary

Let us continue to review. Again I will stress that the UNMO is a key asset creating effects that contribute to the achievement of the mission mandate and it is crucial that military decision makers, staff officers, and tactical level unit leaders who during the course of their UN deployment may be required to employ, or work with UNMO and should be aware of their capabilities and limitations. Here are a few areas to take away from this lesson:

- UNMO have several key mission roles, and they are also expected to perform staff roles to ensure that their UNMO team functions effectively
- UNMO have a distinctive identity, different from other parts of the mission, which facilitates their specific roles. This should be visibly displayed on vehicles, on their persons and on their accommodation using flags, armbands and IDs
- When and how UNMO are deployed into non-permissive environments depends on the security risk assessment
- In some cases, that may lead to the FC and HOM requesting to the USG DPO in coordination with DSS to approve the arming of UNMO. This is an exception to the general principle and may have an impact on UNMO's effectiveness in the AOR

Learning Activity**1.1****RESOURCES**

N/A

TIME

Suggested time 2-10 min (dependant on the discussions)

PREPARATION

At the end of the lesson and/or the conclusion of the STMs instructors may want to choose some of the following questions for review. Ask the participants to answer the following questions.

NOTES TO INSTRUCTORS:

Reinforce the learning outcomes and assess the knowledge of the group and individuals.

Questions:**1. What are the main roles of UNMO on mission?**

Answer 1: Observation, monitoring and reporting; assessment and verification; negotiation and mediation; liaison and coordination; additional internal team roles.

2. How should UNMO maintain their distinctive identity on mission?

Answer: Displaying clearly identifiable markings on vehicles, carrying mission ID, wearing high visibility vests, flying UN flags on vehicles and accommodation. This should be supported by public information messaging from the mission about where UNMO are deployed and what they are doing.

3. When are UNMO deployed into non-permissive environments and what can be done to mitigate risks?

Answer: When HOM/FC decides to do so on the basis of a security risk assessment and mitigating factors implemented to reduce risks. These can include security escort details, reducing remote living areas, deploy multiple teams, locate near security forces or police, last resort and if approved arm UNMO

4. If an UNMO is armed, what are some of the issues and procedures?

Answer 1: In general, UNMO must not carry weapons on mission. However, the USG DPO may approve arming UNMO if requested by the HOM/FC following a security risk assessment and SOPs and ROE put in place to address armed UNMO

Lesson 1.2



UNMO Command and Control (C2) and Structure

The Lesson




Starting the Lesson



For an interactive start to the Lesson engage participants to seek their understanding of the UNMO command and control structure in a UNPKO. Who do they work for?

👉 Instructor Notes: Recommend that instructors review the “DPO/DFS policy on Authority, Command and Control in United Nations Peacekeeping Operations, (Ref. 2008.4) (February 2008).

Slide 1



Lesson 1.2
UNMO Command and
Control (C2) Structure

Let's us proceed with more of the conventional framework that forms the UNMO organization and structure.

Slide 2

Lesson 1.2 Content

- UNMO C2 and structure
- Responsibilities
- Composition of teams and tasks
- UNMO operating rhythm

Here are the topics we will be covering in this lesson.

Slide 3

Learning Outcome

- Explain the concept and structure for UNMO
- Describe UNMO responsibilities and C2
- Describe the UNMO team structure and tasks
- Explain the operating rhythm for the UNMO team
- Describe the planning, operational, reporting requirements

At the end of this lesson, you should be able to perform the actions described on this slide. Take a moment to read and understand the requirements. This will help to focus on the most relevant aspects of the lesson. UNMO is an enabling asset that provides the FCs and HOM with a unique capability, structure and organization. As a good training practice, let's review the learning outcomes.

Slide 4

UNMO C2 and Structure

- Unity of command
- Head of Mission (HOM) / Force Commander (FC) exercises operational control
- Deputy Force Commander (DFC) usually Chief Military Observer (CMO)

Unity of command is an important aspect in the UN which is achieved through a clear chain of command. The HOMC/FC reports to the Head of Mission and is responsible for implementing the military tasks and exercising operational control over all United Nations military personnel including UNMO. The HOMC/FC usually exercises operational control over all UNMO through the Deputy Force Commander (DFC), who is usually the Chief Military Observer (CMO) in multidimensional peacekeeping operations.

Slide 5

Responsibilities of Appointments

- FC has operational control (OPCON)
- DFC can be Chief Military Observer (CMO)
- Delegated C2 to CMO
- CMO responsible for C2 and discipline

Force Commander (FC). Has full operational control (OPCON) over all UNMO and sometimes delegates the C2 responsibility to the Deputy Force Commander (DFC)

Chief Military Observer (CMO). Delegated to provide C2 to ensure daily routine UNMO tasks are carried out efficiently / effectively. CMO is responsible for good order and discipline for the UNMO

Slide 6

Composition FHQ UNMO

- Senior Military Observer (SMO)
- Coordinates activities FHQ and Team Sites (TS)
- TS under Tactical Control (TACON) of SMO
- SMO deputy to CMO
- UNMO Branch at FHQ manages UNMO
- Relief System of UNMO

Senior Military Observer (SMO) coordinates the activities of all UNMO in the Force Headquarters (FHQ) and Team Sites (TS). Each TS is under Tactical Control (TACON) of the SMO. The SMO is the deputy to the CMO in all matters concerning UNMO.

The UNMO Branch in the FHQ manages all UNMO matters at FHQ level and coordinates the work of the TS which are most times co-located with the Sector Headquarters (SHQ) in the missions (organizational structure of the UNMO is shown in Annex A). A relief system ensures the accomplishment of all tasks assigned to the FHQ UNMO Branch and the TS in the absence or temporary unavailability of any MILOB.

UNMO composition may change from mission to mission. The FHQ UNMO Branch is headed by the SMO and is divided into an Operations Section with 6 UNMO (led by COO) and an Administration & Logistics Section with 2 UNMO (led by CAO). UNMO and an Administration & Logistics Section with 2 UNMO (lead by CAO).

Slide 7

FHQ UNMO Branch

Operations Section (led by COO/D SMO)

- Operations Officer
- Mixed Observation and Verification Team (MOVT)
- DDR / CIMIC Officer
- Training Officer
- Gender Focal Point

Administration and Logistics Section (led by CAO)

- Logistics / Transport Officer

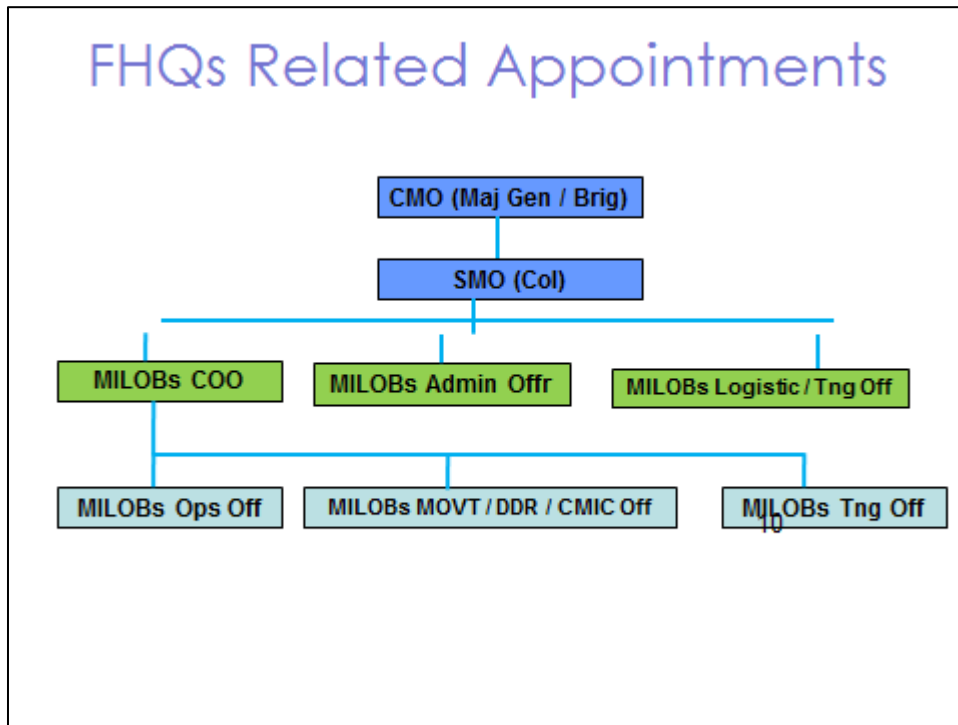
Operations Section includes the following:

- Chief Operations Officer (COO) / Deputy SMO; the COO is the deputy to the SMO who leads, controls and supervises the activities of the UNMO in the FHQ UNMO Branch
- Operations Officer
- Mixed Observation and Verification Team (MOVT)
- Disarmament, Demobilization, Reintegration (DDR) / Civil Military Coordination (CIMIC) Officer
- Training Officer
- Gender focal point

Administration and Logistics Section include:

- Chief Administration Officer (CAO); responsible for all administrative functions, services and financial certification and for the proper implementation of the UN rules and regulations
- Logistics/Transport Officer

Slide 8



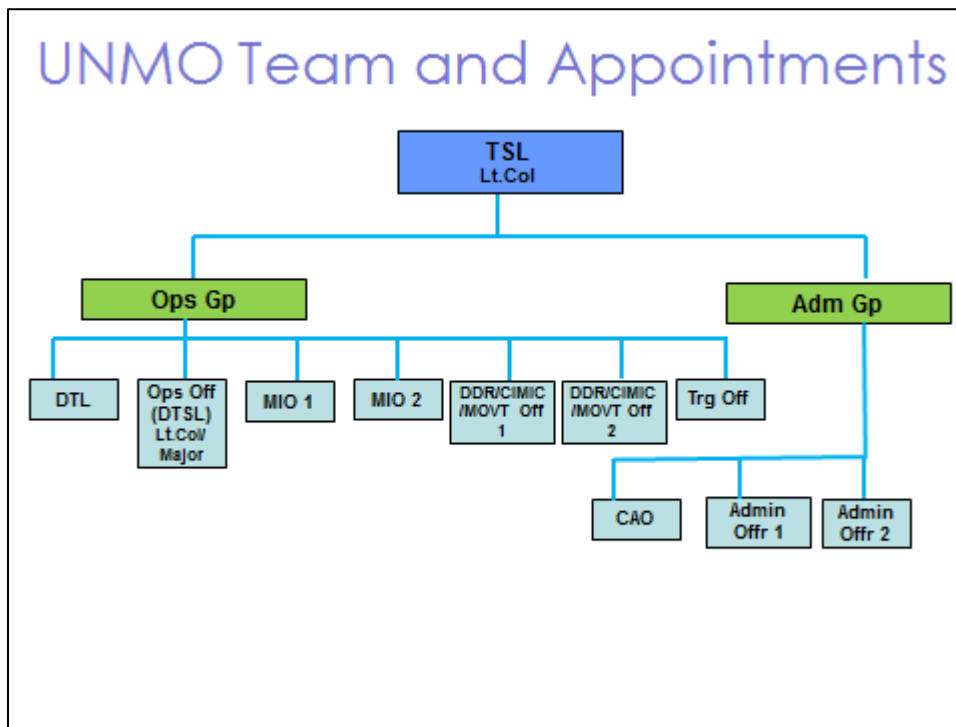
This slide shows example of a simple organization chart of the UNMO appointments within the Force Headquarters. We have gone over the duties and responsibilities of the officers in green; now, let us look at the Operations section that the COO is responsible for in more detail.

UNMO Operations Officer (Lt. Col / Major) reports to the UNMO COO, controls, plans, and supervise the operations and activities of all the team sites. Also, they monitor, maintain situational awareness of TS AORs, analyse reports, and assume the responsibilities of the COO in their absence.

UNMO MOVT/ DDR/CIMIC Office (Lt Col/Major) is responsible seek information of events pertaining to human rights, cease-fire violations, POC issues and Disarmament, Demobilization and Reintegration (DDR) in the AOR and apprise the COO accordingly. They remain in close coordinate/liase with mission JOC and liaise with all agencies and divisions (like Political Affairs, Human Rights, Civil Affairs, etc.) working with the mission.

UNMO Training Officer (Lt Col/Major) is responsible for planning, coordinating, controlling the training activities of all UNMOs. They liaise with the FHQ U7 about UNMO training matters.

Slide 9



In the field, at the TS, UNMO will be assigned to one of these two groups, the operations and the administration group. It should be noted that all TS personnel are UNMO that do patrol in their respective AOR. The normal rank structure for the positions you see here are Lieutenant Colonel, Major or Captain equivalent. Let's go into more detail on a few of the UNMO individuals and their responsibilities.

It is the responsibility of the respective TS leader (TSL) to ensure UNMO perform up to the standards. The TSL in close coordination with the Ops Group Leader that organizes the daily Patrol Plan in a way to ensure that all tasks assigned to TS are fulfilled in priority of importance. TSL report to the SMO, and often will participate in patrol duties, especially when conducting Key Leadership Engagement in the AOR.

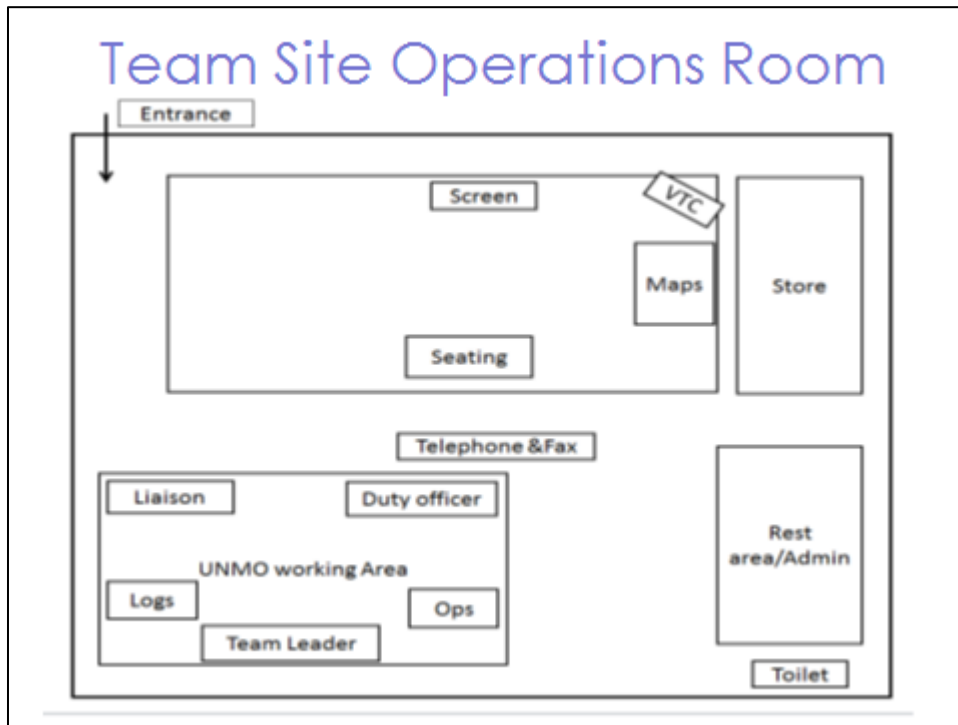
Operations Group (Ops Gp) Leader is normally the Deputy Team Site Leader (DTL) that assumes the responsibilities of TSL in their absence. Ops Gp Leader is responsible for operational matters pertaining to the effective functioning of the Team, updates the operational situation within the AOR, and prepares the weekly patrol summary and disseminates the daily patrol program.

The MIO or Military Information/Intelligence Officer is responsible for tracking and ensuring that Priority Information Requirements are integrated into patrol plans and reports. MIO helps build the intelligence assessments within the AOR and maintains a close liaison the U2- Intelligence and Information Branch at FHQ.

DDR / CIMIC / MOVT Office advises the TSL on all matters pertaining to the POC, humanitarian/ human right issues, cease-fire violations and Disarmament, Demobilization and Reintegration (DDR) within the AOR. Also, they coordinate with the DDR/CIMIC/MOVT at FHQs. Also, liaise with all agencies and divisions (like Political Affairs, Human Rights, Civil Affairs, etc.) working with the UN Mission, local civil administration, and all local humanitarian organizations pertaining to the POC, humanitarian/human rights issues and cease-fire violations in the AOR as required. They provide input to the TS MIO's assessments and analysis in these disciplines.

TS Chief Administration Officer (CAO) advises the TSL on all matters pertaining to personnel administration, logistics and transport issues. They are responsible for coordinating and supporting the administrative and logistic needs of the TS.

Slide 10



Here is an example of Team Site broad layout. It is important that the TS operations room establishes a SOP and manning rotation. It is important that the TS Operations Room personnel maintain communications, logs, and an updated map. All personnel should have an overall situational awareness of events, incidents and patterns in the AOR. Finally, a good hand-over / brief be given prior and after shift changes.

Slide 11

Operating Rhythm

- Operations / planning, reporting
- Activities synchronized
- Synchronized with higher HQs operating rhythm considered
- Flexible
- Team leader oversees rhythm, duties and responsibilities

The UNMO Team Site's operating rhythm should consist of a series of operations, planning, reporting requirements to higher HQ and other activities synchronized by time and purpose. In developing the team's operating routine, higher Headquarters' operating rhythm, reporting and operational requirements should be considered. The rhythm should remain flexible and be updated regularly. The team leader oversees the rhythm and balances team member's duties and responsibilities.

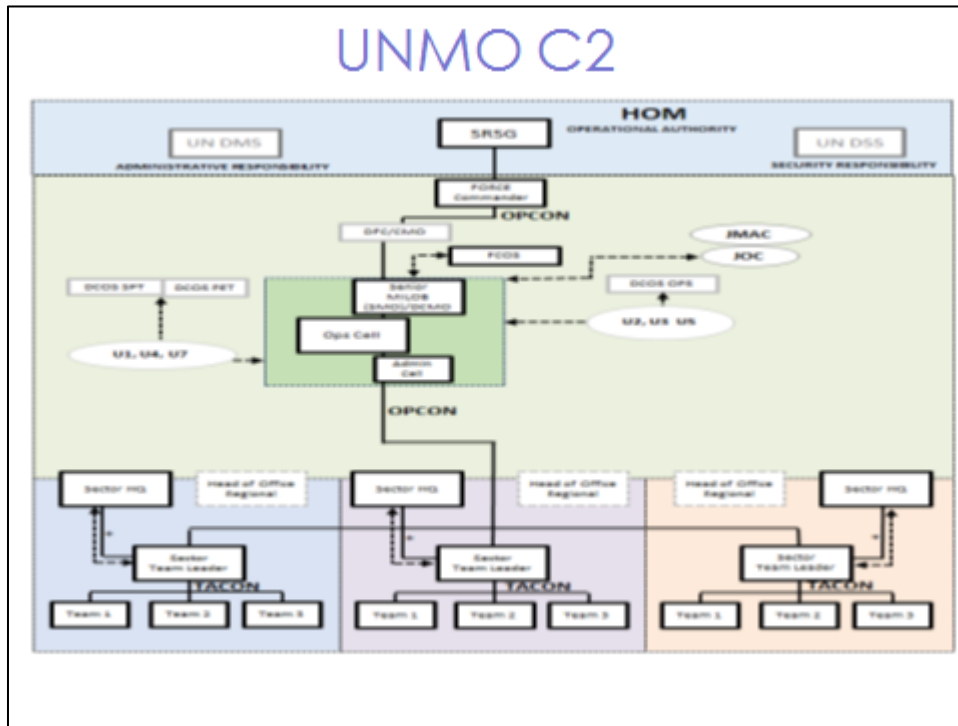
Slide 12

Team Site Operating Rhythm

Period	Event	Participating/Reporting line
Daily	Morning brief	All team Members
Daily	Two short range patrols (as defined by FHQ)	Weekly patrol plan
Daily	Daily Situational Report	Higher Headquarters
Once a week	One Long Range Patrol (as defined by FHQ)	Weekly patrol plan
Twice a month	One overnight patrol (at least)	Patrol plan
2 hours after the completion	Patrol / Operations Report	Higher Headquarters
Weekly	Weekly Team Meeting	All team Members
Weekly	Operation coordination meeting	Contingents, UNPOL and other UN agencies deployed in AOR
Weekly	Weekly Patrol Plan	Team leader, Team operations officer & Higher Headquarters
Weekly	Weekly Activity and Information Summary	Higher Headquarters
Weekly	Weekly Report of Equipment and Vehicles status	Higher Headquarters
Monthly	Monthly Attendance Report	Higher Headquarters
Monthly	Monthly Logistic Report	Higher Headquarters
Immediately as required	Flash Report	Higher Headquarters
Immediately as required	Notification of Casualty (NOTICAS)	Higher Headquarters

This slide provides a suggested UNMO Team Site operating rhythm.

Slide 13



Here is a macro review slide that shows the overall UNMO C2 structure. We have discussed all the UNMO components and the key individuals from the Mission and Force Headquarters down to the TS that manages the day to day activities of the UNMO on patrol.

In the Force Headquarters, the Senior Military Observer (SMO) or Deputy Chief Military Observer (D/CMO) leads the UNMO Operations/Administration Cell. This cell manages UNMO operational activities and directs UNMO

Sector Team Leaders plan, refine and execute tasks. The SMO/DCMO reports to the HOMC/FC through the CMO. Each UNMO team deployed within a sector is under the Tactical Control (TACON) of the UNMO Sector Team Leader (STL).

Sector Headquarters and Regional Head of Offices have no formal command and control responsibility over the UNMO deployed within their area of operations (AOO) unless delegated by the HOMC/FC

Slide 14

Lesson Take Away

- UNMO C2 structure
- Responsibilities of various UNMO Appointments including FHQ and TS
- UNMO operating rhythm
- UNMO teams deployed in sector under TACON of STL

Summary

These topics are part of the conceptual C2 and structure framework for the employment of UNMO represents the core of this lesson. We should have a general knowledge of the C2 / UNMO structure. Let us take a few minutes to address this slide.

- The strength of the UN military component is based on unity of command
- HOMC/FC reports to HOM and responsible for military tasks and exercising OPCON over all UNMO
- HOMC/FC usually exercises OPCON through the DFC (typically the CMO)
- In Force HQs, SMO or D/CMO leads UNMO Operations/Administration Cell
- The cell manages UNMO operations and directs UNMO Sector Team Leaders
- UNMO teams deployed in sector under the TACON of the UNMO STL
- Sector HQs and Regional Head of Offices have no C2 responsibility over the UNMO deployed unless delegated by HOMC/FC
- FHQs should develop an UNMO SOP
- In high risk areas, movements of UNMO are with armed escort from the contingent forces, SOPs should address security escort arrangements

Lesson

1.3




UNMO Concept of Support

The Lesson




Starting the Lesson

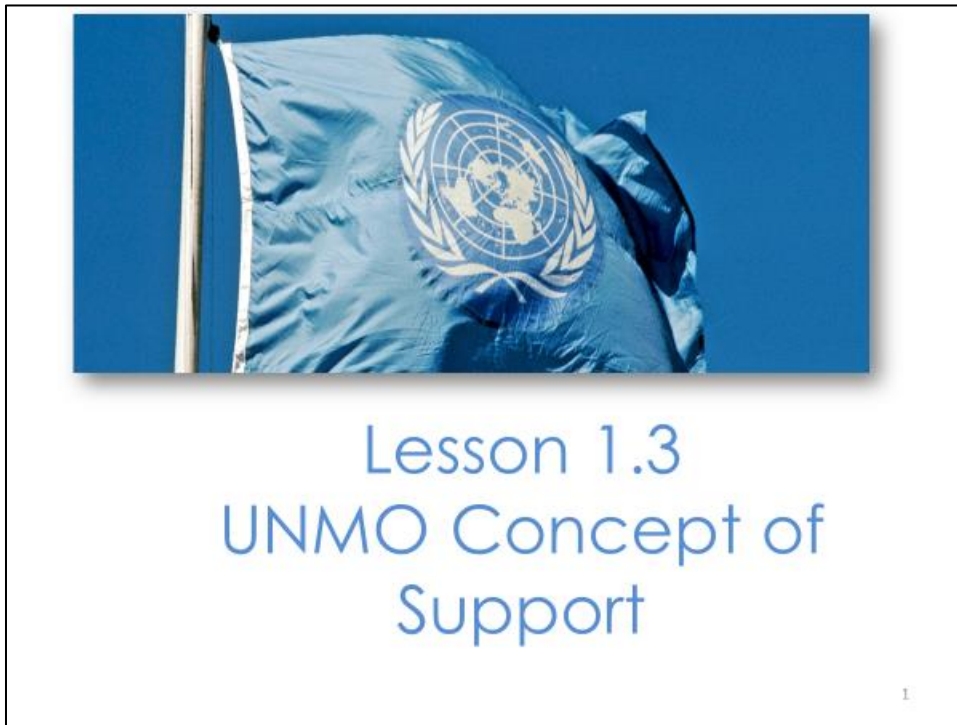
 **Instructor Notes:** Recommend that instructors review the “DPO/DFS policy on Authority, Command and Control. The FC has OPCON authority (inherent in OPCON is tasking authority of UNMO). The Civilian support leadership (Director, Chief, Service Delivery / DMS / CMS) is responsible to the HOM for logistics and support that include support to UNMO. There has to be a good working relationship between the Mission HQs, FHQs, UNMO / MILOB leaders, the UNMO logistic and Admin support Cells / Officers and the office of the DMS / CMS for this concept to work properly. Additionally, review the UN MSA policies. In most of the UN missions, UNMO buy their own food, water and basic supplies on the local economy using MSA.



Instructors ask the participants if they have any experience of logistic support to UNMO Team Sites and the relationship with the DMS / CMS relationships and how it may differ from their own support relationships in their military structures and a UN military unit in a UN Mission.

 **Note to instructor** – Recommend that lesson be presented by a trainer who has some personal experience as operating in logistic / support functions in a UN PKO. The instructor should also encourage questions from the participants and aim for an interactive discussion. All participants should be encouraged to contribute to the group discussions and learning activities.

Slide 1



Key Message: It is important that we understand the UN Mission support structure and concept that supports the UNMO.

The UNMO must request enabling support. Some aspects of support are uniquely challenging for UNMO given the remote nature of their deployment. This lesson describes the UN Mission Support Concept Framework.

Slide 2

Lesson 1.3 Content

- Support Structure
- Support considerations and requirements
- CASEVAC
- Communications / Technology
- Security support

2

The topics that will be covered in this lesson are listed on the slide.

Slide 3

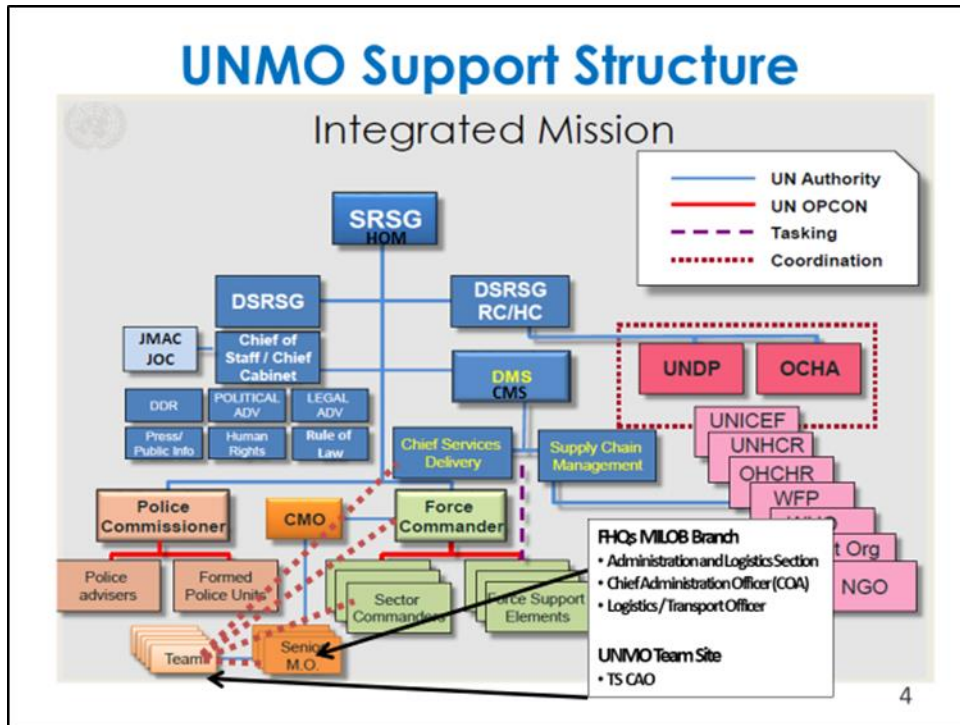
Learning Outcomes Lesson 1.3

- Explain UNMO support structure
- Explain the UNMO concept of support and special requirements; MSA
- Understand planning considerations for medical support
- Explain UNMO considerations for security support

3

At the end of this lesson you should be able to perform the actions described on the slide. Please take a moment to read and understand the requirements. This may help you to focus on the most relevant aspects of the lesson.

Slide 4



Logistics support to deployed forces is generally a national responsibility; however this is not the case with UNMO. UN logistics support is provided through a complicated system comprised of lead nation support tasks, civilian contracts, force logistics and administrative support units or a combination of all three. UNMO are not normally deployed with communications equipment, medical, EOD, security and other such types of support and as such, these must be requested. Support requirements must be coordinated with various entities and the C2 / supporting relationships clearly established. This functional support will often primarily be coordinated with the Force or Sector HQs and the DMS / CMS logistic staffs.

As you can see, there is a coordination line to the Director or Chief of Mission Support (DMS/CMS). And in some missions this line can be solid when the force component is primarily UNMO. The DMS/CMS is responsible for coordinating support across the entire UN Mission of thousands of personnel mainly through contracted support, military logistics units (MLUs), and support from the HN. If special support arrangements have been agreed to in the MOU, or LOA then the DMS/CMS will likely be coordinating that support. (Examples: fuel, bulk water, vehicle maintenance, etc) Note: Close and continuous coordination with FC staff and DMS staff is essential).

You can imagine that it would be easy for an UNMO to be overlooked in such a massive operation unless there is careful coordination of logistics, maintenance, and security arrangements. In many cases, arrangements for logistics support are provided in the UN's Generic Guidelines for TCCs for Deploying Military Units to the UN Peacekeeping Mission.

and in the UN's Contingent Owned Equipment Manual. At the component level, the Mission Support Plan is published under the authority of the DMS/CMS. The Mission Support Plan is the authoritative basis for the planning and management of logistics support in the UN Mission. The UNMO will receive sustainment beyond national logistics capabilities through the DMS / CMS.

Lastly the DMS/CMS will provide common support to the mission, units, staff, Experts on Mission / UNMO based on the Mission Support Plan, SOPs, MOUs, Letter of assist (LOA) and contracts with TCCs and individuals. In many missions, UNMO receive Mission Subsistence Allowance (MSA); we will cover this in a later slide.

Slide 5

UNMO Support Considerations

- Mission Support Plan
- COA / Logistics and Transport Officer
- Account for personnel / equipment /supplies
- Forecast requirements
- Oversee equipment maintenance
- Ensure communications readiness and requirements

5

It is critical that UNMO are familiar with the Mission Support Plan, other agreements and the support structure.

UNMO Team Site Chief Administration Officer and/or the Logistics and Administration Officers are responsible for ensuring that UNMO are logistically and administratively supported to be able to successfully conduct their assigned tasks. Here are key support branches / cells / individuals cells that facilitate the UNMO support framework.

At the FHQs UNMO Branch the section that coordinates logistics and administrative support is the Administration and Logistics Section. The Chief Administration Officer (CAO), under the authority of the Head of Mission, is responsible for all administrative functions and services. The CAO is also responsible for all administrative and financial certification and for the proper implementation of UN rules and regulations. The Logistics / Transport Officer facilitate / coordinate these activities.

At the Team Sites (TS), the TS Chief Administration Officer (CAO) advises the TS leader on all matters pertaining to personnel administration, logistics and transport issues. They are responsible for coordinating and supporting the administrative and logistic needs of the TS.

Slide 6

Personal Equipment and Self Sustainment

- Personal Protective Equipment (PPE)
- Personal items
- Food and water
- Lodging
- Mission Subsistence Allowance (MSA)

6

Let us take a moment to do a short exercise: Let us break the class down into a few groups and come up with a list of five external support requirements that they feel are important in UNMO missions. Take five minutes to come up with the list and then each group brief the class on what they decided and why.

Slide 7

Common UNMO Support Requests Exercise

Learning Activity:

List five external support requirements
UNMO may require

Time Allocated:

Estimate 5 min group discussion ; 2 min back brief per group

7



Learning Activity: Before beginning this subsection of the lesson the instructor can have the class break down into a few smaller groups and come up with a list of five external support requirements that they feel were important in previous UNMO missions. Give the groups five minutes to come up with their list and then have each group brief the class on what they decided and why. We will likely have included in the following slides but be prepared to address any outliers.

Try to focus the class on requests that will be periodic and mission specific instead of routine support provided on an ongoing basis. Upon completion, move on to the common types of support.

Slide 8

Common Requests for Support

- Security / escorts
- Transportation / fuel
- Communications
- Maintenance
- Interpreters
- Emergency services

Here are some of the most common support requirements that are coordinated through the Force / Sector HQs or DMS / CMS.

Operational demands on UNMO have become increasingly complex in response to evolving political, military and humanitarian requirements. Consequently, the safety and security of UNMO can become a serious challenge in some missions.

As they are generally unarmed, UNMO are vulnerable to harassment, attack and hostage taking. They represent a soft target for belligerents seeking visibility, recognition or otherwise attempting to influence peace operations.

Also, because UNMO often operate in remote locations, special planning and coordinating considerations are required for medical, security, and communications.

Module 1.5 will provide further elaboration on safety, security and force protection for UNMO.

Slide 9

CASEVAC Support

- Casualty evacuation vs medical evacuation
- Standards
- CASEVAC 10/1/2 guidelines
- Methods
- Planning and coordination

9

CASEVAC is one of the most critical external support requirements for UNMO. It is important to differentiate between the terms Casualty Evacuation (CASEVAC) and Medical Evacuation (MEDEVAC).

MEDEVAC is the evacuation of mission personnel due to any number of illnesses or injuries. This could be a broken leg on the camp or an illness requiring long term care. CASEVAC on the other hand is an immediate requirement for the evacuation of severely injured personnel from point of injury to definitive care.

The planning factors and standards for CASEVAC vary by mission. The general planning figures in UN missions are 10 minutes for self/buddy care, 1 Hour to get to care by medically trained personnel, and 2 hours to arrive at definitive care. UNMO personnel and support staff need to keep these factors in mind during mission planning.

The UNMO team will not have the internal assets to accomplish CASEVAC effectively. They will require support through a plan with the DMD and CMS. However, this plan can include military component support. UNMO must understand what the CASEVAC plan is for a given mission, AOR, sector and what the primary and alternate methods for executing that CASEVAC by air and by ground. Of note, it is imperative that the Force HQs and DMS /CMS office may need to be tied into, coordinated, and rehearsed to ensure an effective comprehensive UNMO CASEVAC plan is in place.

Slide 10

Coordination for Security

- Route Security
- Requests and coordination
 - Host Nation (HN) military / police
 - UN components (military / police / civilian)
 - Mission Partners
 - Local Authorities
 - Parties to the conflict
 - Force / Sector HQs

10

Key Message: UNMO are more often unarmed and may require, in certain environments to rely on Mission components and forces to provide armed security. This will vary by mission and depend on the situation. The host country is also responsible for the security of the UNMO.

During mission planning cycle, a threat analysis, risk assessment and risk mitigation management need to be considered before every patrol. If required, these risks may be mitigated by requesting security. Security must be coordinated and planned for early to ensure proper execution of the patrol and proper procedures, C2 and communications are followed. The security element / escort must understand the requirements of the UNMO and the UNMO must understand the same for the security element. Mission SOPs and directives assist in codifying these procedures.

Host nation security forces can be instrumental in reducing risks and the time required to respond, and to control the local populace. Coordinating for interpreters and liaison officers with the host nation security forces requires prior coordination to ensure timely and effective support.

Slide 11

Communications Support

- Equipment
- UN force / inter-sector communications
- Communications with HN Security Forces

11

The availability of reliable and efficient HF and VHF communications equipment is the most common UNMO concern. Given the challenging communications environment in a typical mission area, the mission should provide reliable communications both ground-to-air radio and satellite telephone communications.

The equipment for communications between the mission, force or sector HQs and the UNMO is predominantly provided by the UN as UN-Owned Equipment (UNOE). This ensures that the UNMO have a secure, standardized military-grade communication's system within the force and the Mission's communications network. The UNMO internal communications are normally provided and maintained by the DMS / CMS.

The availability of new technology plays an important role in UNMO responsiveness to mission requirements and operational effectiveness. Key equipment that might be required for safe movements, observation, surveillance and monitoring:

- Video and sound recorders
- Night vision binoculars / goggles
- Infra-red sensors
- GPS and vehicle tracking technology
- Satellite imagery and ground sensors
- Devices for detecting, marking landmines and unexploded ordnance
- IED jamming devices

Based on geography, threat and risk assessments, the mission should provide appropriate vehicles for UNMO, including armored or Mine Protected Vehicles. These, vehicles should be equipped with HF/VHF radios, a robust secondary communications system, first aid, Post-Exposure Prophylaxis (PEP) kits and medical trauma equipment

Slide 12

Lesson Take Away

- Mission Subsistence Allowance (MSA)
- Support predominantly coordinated with DMS / CMS structure through FHQs Mission HQs MILOB Cell / Sector HQ
- UNMO COA / Log and Admin Officers responsible for tracking, requesting and coordinating support
- Special considerations and planning required medical, security, and communications

12

Summary

Students should retain the following topics from this lesson. Let us review this slide:

- MSA is a mechanism used by many missions to support UNMO in the field
- DMS / CMS is responsible for much of the logistic support to UNMO
- In the UNMO organizational structure the following individuals/ cells request, coordinate and track support to UNMO: Sustainment Coordinator, the COA, Log/Admin Officers
- Because UNMO often operate in remote locations, special planning and coordinating considerations are required for medical, security, and communications

Lesson 1.4



UN Peacekeeping Intelligence Overview

The Lesson



Starting the Lesson



Note to Instructor:

Recommend that instructors create awareness, that a military observer is a strategic asset to a peacekeeping operation. They gather information on patrol, and during verifications, interviews and during daily tasks. UNMO will find themselves doing essential soldiering (e.g. vehicle maintenance, cleaning of the containers, driving, map reading and radio communications, etc.) as well as, living and shopping in local communities. In this perspective, an UNMO must understand the importance their special contribution towards the peacekeeping intelligence framework as a human sensor having access to an integral part of the local environment.

Suggest that you emphasize that for intelligence to be effective; all UN organizations must work collaboratively. Intelligence is considered a 'Team Sport'. The Force, Sector and Battalion intelligence organizations, UNMO, UN police, and mission components etc. should all support and learn from each other. Recommend that the instructor review the 2019 Peacekeeping Intelligence Policy and the UN policy of the protection of civilians before giving this class.

Slide 1



Lesson 1.4

UN PKI / MPKI Overview

The fundamental purpose of peacekeeping-intelligence is to enable missions to produce timely, accurate, relevant intelligence products to support planning and operations; to provide early warning of imminent threats, including threats to life, property and movement restrictions; and to provide mission leadership with information and understanding about shifts in the operational landscape, and emerging trends. This lesson will provide a general overview of the intelligence framework in the UN.

As a UNMO you are a limited special asset creating effects at the tactical level that contribute to the achievement of both strategic and operational-level objectives. It is crucial that military decision makers, staff officers, and tactical level unit leaders who employ, or work with UNMO are aware of your capabilities and contribution to the United Nations Peacekeeping Intelligence (UNPKI).

You should be in the mind-set of wearing the Blue Beret and being fully integrated into the mission concept, operational and information, and intelligence frameworks. The UNMO has its own unique skills, characteristics that add a dimension in the accomplishment of the Mission's mandate. Because you are a trained and experience officer, you can provide an advance perspective of what is happening on the ground and help populate the common operating picture (COP). With these observations and perspective, you are key to feeding information into the UNPI framework.

Slide 2

Lesson Contents

- Importance of UN PKI
- Principles
- MPKI Cycle

Here are the subject areas we will be covering in this lesson.

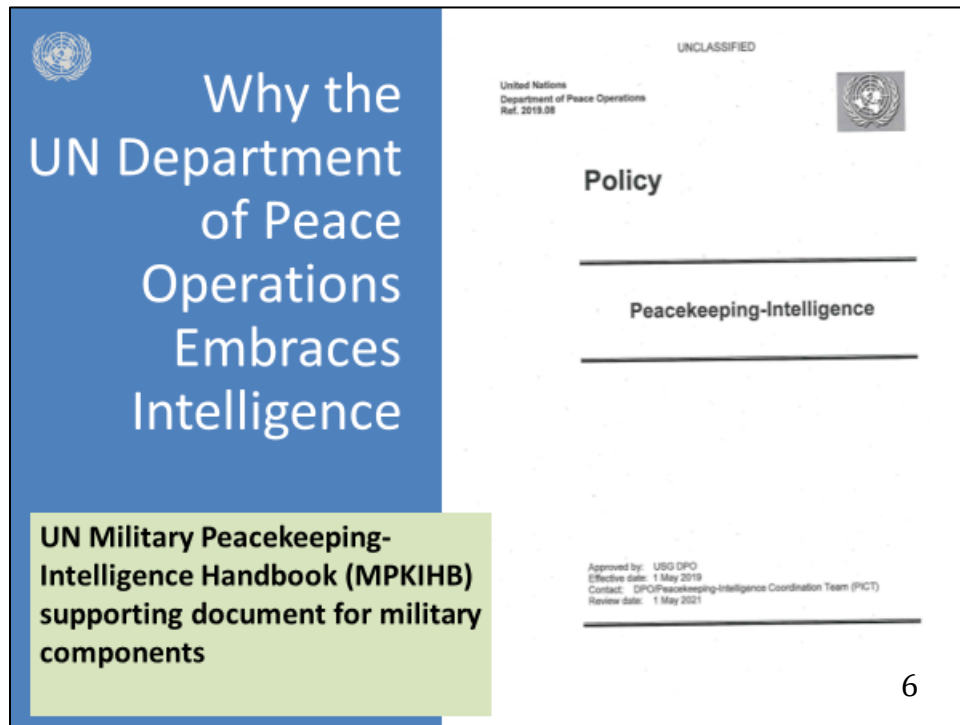
Slide 3

Learning Outcomes

- Explain why UN PKI is important to UN missions
- Explain UN PKI and MPKI principles
- Identify the stages of the MPKI cycle
- Describe the MPKI management tools

In all good training practices, let's review the learning outcomes. At the end of the lesson our aim is for you to be able to assimilate these topics. Please take a moment to read and understand the requirements:

Slide 4



Here is the United Nations Department of Peace Operations policy on Peacekeeping Intelligence.

Why has the UN embraced Intelligence instead of Information? Mandates and operating environments of United Nations peacekeeping missions have evolved, so too have the capabilities, processes and procedures required to gather and analyse information.

In high-tempo, complex and dangerous environments, where asymmetric, hybrid and transnational threats pose serious dangers to peacekeepers and the population and impact the mandate implementation. In these environments, there is a need for peacekeeping missions to better understand their operating environments. This also includes, maintaining a strategic overview of developments, and anticipated strengths, weaknesses of threats / spoilers that may impact on the ability of peacekeepers to effectively execute their mandate.

The Department of Peace Operations, OMA has developed the UN Peacekeeping Military Intelligence Handbook which supports the military component who interact with the MPKI systems. The way UN conducts peacekeeping intelligence may differ from your own national methodology; it is important to understand these differences.

Slide 5

Why UN Peacekeeping-Intelligence

- Support Common Operational Picture (COP)
- Early warning of imminent threats
- Identify risks and opportunities

Here are three main reasons that member states and the DPO have embraced UN peacekeeping intelligence. Can you think of any other reasons? The protection of civilians is always integrated in these three areas and always a major concern for all missions.

Slide 6

<h2>Principles</h2>	
UN PKI Overarching	UN MPKI Practical
<ul style="list-style-type: none">• Under rules• Non-Clandestine• Areas of application• Respect of State Sovereignty• Independence• Accountability, capability, authority• Security & Confidentiality	<ul style="list-style-type: none">• Command led• Centralized Control- Decentralized execution• Objectivity• Accessibility & timeliness• Invest in ISP and MPKI battle-rhythm

There are two major sets of principles guiding the PKI framework. One is the overarching set of principles from the UN Peacekeeping-Intelligence Policy, and the other set, on the right side are the practical principles from the UN Military Peacekeeping-Intelligence (MPKI) Handbook. The Handbook provides us with operating principles to help guide us in our duties.

These principles inform all activities of United Nations peacekeeping operations at all stages of the management of peacekeeping-intelligence. All subordinate guidance, directives, plans and operations shall comply with and apply these principles.

Slide 7

Under Rules

- Security Council mandates
- Compliance with UN Charter
- Consistent with overall legal framework
- Human rights obligations

All Peacekeeping missions start with a Security Council Resolution that establishes a Mandate. The Mission members must follow the intent, goals, tasks, rules and regulations covered in the mandate. Every activity conducted in the peacekeeping-intelligence complies with the UN legal framework, international, humanitarian rights and host nation laws.

Slide 8

Non-clandestine

Clandestine activities:

- Conducted in such a way as to assure secrecy and concealment of activities
- Inconsistent with the legal framework
- Illicit and outside the boundaries of peacekeeping-intelligence

The UNPK principle of non-clandestine is best described of what we cannot do as shown on this slide. Clandestine activities are defined as the acquisition of information or intelligence conducted in such a way as to assure secrecy and concealment of activities. Because such activities are illicit and/or inconsistent with the legal framework, principles, policies and mandates of UN peacekeeping operations, they are outside the boundaries of peacekeeping-intelligence and shall not be undertaken by participating mission entities.



Interactive. Ask the participants to give examples of possible clandestine activities in peacekeeping operations or conduct a short learning activity to discuss the meaning and specific examples of clandestine activities. Consider commencing a discussion by asking the students if it is appropriate to represent themselves to others as something other than what they are, for example as individuals working for an NGO. It may also provoke debate by asking, can the UN pay sources. The response in both cases is no.

Slide 9

Areas of Application

- Enhance situational awareness
- Ensure safety and security of personnel
- Inform operations and activities related to the POC tasks

The production of UN peacekeeping intelligence shall be limited to the following: to enhance situational awareness; to assure the safety and security of personnel; and to inform operations and activities related to the protection of civilians.

While this may seem restrictive it establishes quite broad parameters within which the MPKI cell can operate.



Interactive. Ask the students if it is ever permissible to acquire information on host nation security forces. The response here is yes, if it relates to tasks UNMPKI is designed to support. For example, if host nation security forces act or are about to act to undermine the security of civilians. However, it is a very sensitive topic. Ask the participants to list what they think is not permissible in terms of information acquisition. This is designed to promote debate. Moreover, while it may appear that there are many limitations, the permissible areas of application support **most** acquisition activity.

Slide 10

Respect to State Sovereignty

- Respect the sovereignty of Host states
- Respect the sovereignty of neighbouring states

A UN peacekeeping operation is deployed with the consent of the Host government. Therefore, the sovereignty of states, including Host and neighboring states, must always be respected.

Slide 11

Independence

- Autonomous / independent of national systems or other operations
- Maintain exclusive international character
- Share intelligence with non-mission entities when UN conditions met

UN Peacekeeping-intelligence activities will be fully autonomous from and independent in all aspects of any national intelligence system or other operations and maintain their exclusively international character.

However, missions may liaise with non-mission entities for the purpose of receiving intelligence and may share specific peacekeeping-intelligence with non-mission entities, including Host States, provided they do so under conditions and within the parameters to be explained later in the part about information sharing.

Generally, it is the Head of Mission's responsibility to determine the entities that the mission can share intelligence with, but he/she must be cognizant of source protection, and ensure that he/she is satisfied that UN MPKI products will be used in such a way that aligns with the UN charter and principles of consent, impartiality, and non-use of force except in self-defense and defense of the mandate.

Slide 12

Accountability, Capability, Authority

- Authority to make decisions
- Proper capabilities to execute functions
- Accountable for effective execution of responsibilities

Those who are given the authority to make decisions with regard to peacekeeping-intelligence activities must have the appropriate capabilities to execute these functions and remain accountable for the effective execution of these responsibilities within their respective chains of command to the Head of Mission and ultimately to the Secretary-General.

It is important to note that authority for the overall PKI cycle resides with the Head of Mission. However, the HoM will often delegate such authority for UN Military PKI to the Force Commander.

Slide 13

Security and Confidentiality

- Secure information management and communications
- Shared / disseminated on “need to know” and “need to share” concepts
- Disclosed to trusted individuals for official duties

MIO Peacekeeping-intelligence shall be stored and shared in a secure manner, while ensuring access for those who require it for decision-making and operational planning.

Missions should assess risk involving information security and put in place procedural, technological and physical security measures to ensure secure information management within the peacekeeping-intelligence system.

Peacekeeping-intelligence should be disclosed to mission personnel only if access to said information is required for them to carry out official duties. It also requires a written delegation of authority from the originator or staff member who originally applied the classification level.

It implies that peacekeeping-intelligence is only disclosed to trusted personnel, where disclosure is likely to endanger the safety or security of any individual or group, violate rights or invade privacy.



Interactive. Ask the participants to debate the difference between ‘need to know’ and ‘need to share’. What we are looking for here is that there is no point in producing excellent intelligence product if it does not get to the right people.

Slide 14

MPKI Command-led

- Centrally coordinated process
- Leadership is continuous
- Commander sets priorities and directs effort
- Intelligence staffs organize, collect and produce intelligence

Practical principles are available in the Military Peacekeeping-Intelligence Handbook.

Peacekeeping-intelligence is a centrally coordinated process through which information inputs from decentralized entities, often deployed over a wide geographic area, are combined with different functions and expertise.

There is thus a requirement for a senior peacekeeping-intelligence officer to not only be a peacekeeping-intelligence professional but also ensure that the MPKI structure is being command-led. The requirement for MPKI leadership is continuous.



Ask the participants what tool is best used to ensure that the process is command-led and centralized. The response should lead to a discussion about the commander's Priority Intelligence Requirements (PIRs).

Slide 15

Centralized Control, Decentralized Execution

- Peacekeeping-intelligence systems thrive under centralized control and decentralized execution
- Centralized planning and direction essential for unity of effort
- Disparate elements should be trusted to execute tasks without unnecessary interference

It is an accepted principle that peacekeeping-intelligence systems thrive under centralized control but with decentralized execution.

This principle means both the peacekeeping-intelligence effort is explicitly linked to the commander's requirement and that the MPKI organization is operating as a homogenous system. Decentralized execution means that the disparate elements of the MPKI structure should be trusted to execute their part in the Information Acquisition Plan (IAP), within the parameters laid out by the Intelligence Support plan (ISP), without unnecessary interference.

Centralized control also means that unwanted duplication of acquisition effort is avoided.

Slide 16

Objectivity

- Unbiased Intelligence
- Never distorted to fit a preconceived idea or to conform with senior leadership views
- Moral courage is required

Peacekeeping-intelligence must never be distorted to fit a preconceived idea or to conform to strongly held views of senior leadership.

An UNMO must have the moral courage to report what it considers to be the most accurate assessment and avoid analytical biases. Equally, analysts must not become too emotionally invested in their assessments as it may skew their judgements.

Slide 17

Accessibility and Timeliness

- Readily available to the user
- Suitable for immediate comprehension
- Reach those who need to know in time
- Appropriate security classification

Peacekeeping-intelligence is useless unless it reaches those who need to know in time to apply, use or exploit the intelligence. There is also a requirement to protect peacekeeping-intelligence sources and conform to UN information handling protocols. However, there is also a requirement to ensure that assessments are “written for release” and therefore are widely available as deemed possible. Good peacekeeping-intelligence that cannot be accessed by the staff that require it, or that reaches a commander after the decision has been made, is worthless.

Slide 18


Invest in ISP & Battle-rhythm

- Clear responsibilities
- SOPs, timings, reports and returns
- Battle-rhythm sets conditions for success
- Provides cogs that make MPKI machine work

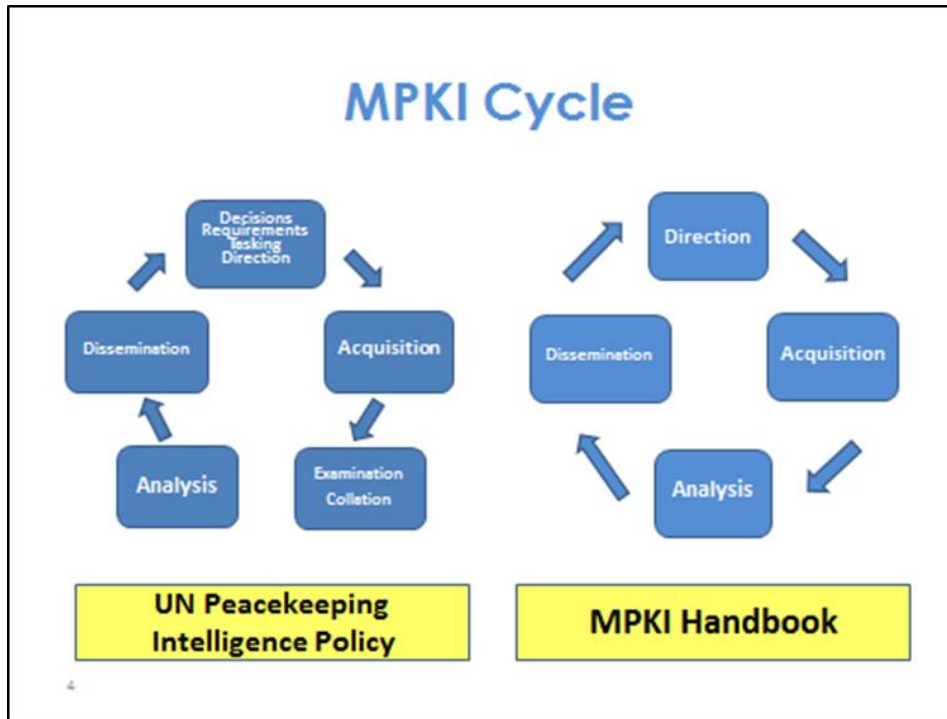
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An Intelligence Support Plan (ISP) is the foundational document for in-mission PKI, not just MPKI. An ISP is the document that is supposed to regulate the activity of all information acquiring entities, including the MPKI section. It should establish the parameters within which these entities must work, the policy and rules they must adhere to, and allocating clear responsibilities. The ISP will also refer to and, where necessary, create SOPs, and will regulate other things such as reports and returns, timings, and battle rhythm. A strong ISP sets the MPKI structure up for success.

The mission must invest time to ensure that ISP is clear, up to date, well understood, and disseminated to those that need it. It needs to be made clear what an ISP is. This should not be an acronym at this point. This is not within the remit of the MPKI section. This will be drawn up by the Chief MICS/CJMAC.

 **Note to Instructor.** Here the students need to be reminded that most UN missions will have several intelligences producing and/or information acquiring entities such as the JMAC, UNDSS, the JOC, Political and Civil Affairs units, and UNPOL. The activities of these units must be centrally regulated.

Slide 19




The MPKI cycle is the process by which data and/or information is converted into intelligence and made available to users. It is the mechanism used to produce MPKI. It is typically represented as a closed cyclical path of activities that takes you through direction, acquisition, analysis and dissemination.

It is termed a "cycle" as it is an ongoing process both because the production of peacekeeping-intelligence is a constant throughout a peacekeeping mission and also because disseminated peacekeeping-intelligence may feed and drive further Direction and so the cycle starts again.

It is important to note that if any part of this cycle fails then the process does not work. If direction is poor, then the wrong type of information is acquired. If acquisition is poor, then information may not be acquired at all. In both those cases, even if the MPKI section has the world's best analysts, the adage 'garbage in, garbage out' applies, whereby poor information is analysed, thereby giving a poor final intelligence product. If the information is good, yet the analysis is poor it is an issue.

Once again, this will ensure the delivery of a poor final intelligence product. Finally, if dissemination practices are poor, the intelligence product – however brilliant it may be – will not reach the right customer at the right time. There is no point in predicting that an armed group will attack at dawn if the commander does not receive it until 1000.

 **Note to instructor:** while the 4-step cycle in the *Military Peacekeeping-Intelligence Handbook* slightly differs in appearance from the 5-step cycle in the *Peacekeeping-Intelligence Policy*, the former incorporates examination and collation into a single step within analysis, which is more common among military intelligence professionals.

Slide 20

Direction

- Based on commander's mission / intent
- Staff identifies intelligence gaps
- Formalize IRs

Clear direction from the commander, is the start point for the MPKI cycle. Direction outlines to the MPKI staff what the commander wants to know and ensures that the peacekeeping-intelligence staff has a clear focus for their acquisition efforts.

Direction is often taken from the following: commander's intent, the mission, the mandate, the MPKI cell's knowledge of the Operating Environment, and Commander's PIRs and Critical Information Requirements (CCIRs).

Often the MPKI cell will have to present an IAP to the commander and his/her staff for approval, rather than being given PIRs. However, it is vital that this IAP is endorsed by the commander to give it the weight of an order.

Slide 21

Acquisition

- Data feed- analytical step of cycle
- The process involves identification, coordination, and tasking of assets
- Data and information from the broadest sources

The acquisition of the data or information is the next step, which is required to feed the analytical step of the cycle.

Acquisition involves the tasking of mission acquisition assets to acquire information that will satisfy the commander's Critical Information or Priority Intelligence Requirements (PIRs).

It is important to note that the MPKI section will rarely have tasking authority over acquisition assets, as the operations section will normally be the tasking authority. Therefore, the MPKI cell must work to build relationships with other units, particularly the operations section, thereby fostering mutual understanding and encouraging mutual support.

It is also important that the MPKI cell gives feedback, whether positive or negative, to acquisition assets. This will serve to improve the acquisition process, and to build and maintain a positive relationship.

It is important to note that Missions do not rely only on organic acquisition assets. Missions may also receive intelligence provided by Member States as well as other non-mission entities and shall establish mechanisms to facilitate the secure receipt and handling of such products. Modalities for sharing and the legal acquisition of information will be contained in the mission ISP.

Slide 22

Analysis

- Process where data and information is converted into intelligence
- Collation and integration- grouping and recording of information for retrieval, comparison and evaluation
- Evaluation- review of information to assess reliability and credibility

Analysis is a key part of the MPKI cycle, where raw, unprocessed data and/or information is converted into all-source, fused peacekeeping-intelligence through the collation, evaluation, analysis and interpretation, and the preparation of intelligence products in support of known or anticipated user requirements.

Slide 23

Analysis

- Analysis: the methodical breaking down of information into its component parts, examination of each to find interrelationships and the application of reasoning
- Interpretation: the interpretation of the new peacekeeping-intelligence against existing knowledge and assessment in order to refine predictive assessments

Analysis should strive to be predictive. It should consider an event/incident, trend or threat, and establish why such a thing is occurring, what is likely to come next, and what the implications are for the UN mission.

Strong analysis gives advance warning of events or courses of action that could threaten effective mandate implementation relating to the protection of UN personnel and civilians.

Slide 24

Dissemination

- Process of distributing formatted intelligence products
- For users in decision-making and planning
- Follows “need to know/need to share” concepts
- Human rights and humanitarian law violations must be reported

The final stage of the MPKI cycle is the process of conveying or distributing peacekeeping-intelligence in a suitable form to decision-makers and other relevant mission personnel. The dissemination of peacekeeping-intelligence products shall be done in compliance with the “Need to Know/Need to Share” concepts. It should be noted that human rights and humanitarian law violations including trafficking, conflicted-related sexual violence (CRSV) and crimes against children have mandatory reporting requirements.

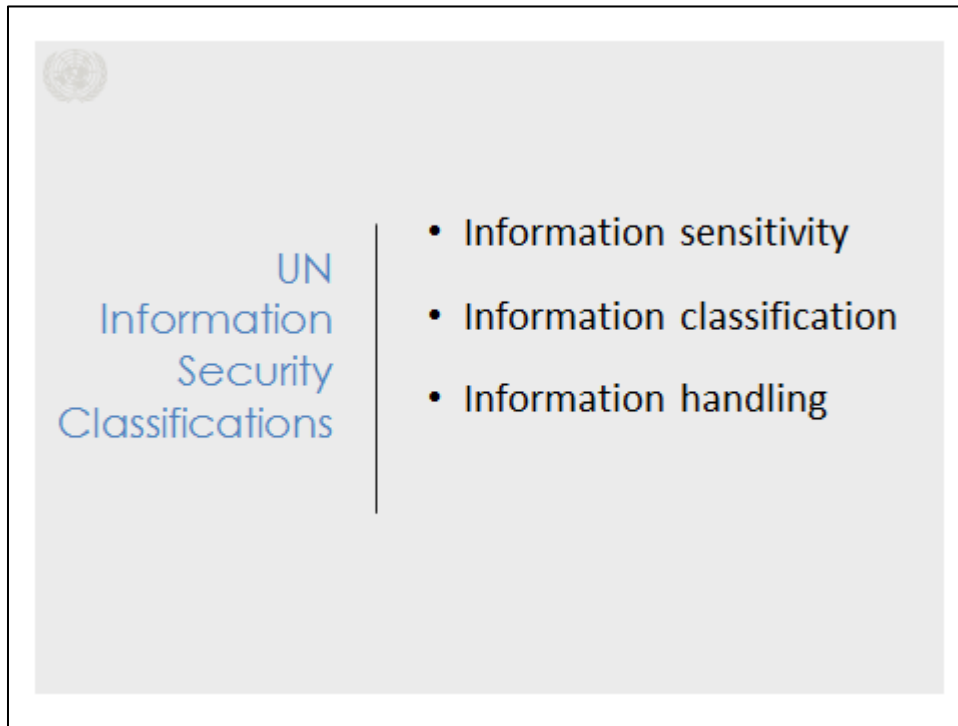
Some information must be communicated directly to leadership, if there is no time for it to be fully processed. Examples of such information includes time-sensitive data such as threats to the civilian population and/or to force protection. However, this information must be adequately caveated if it has not been processed. For example, the commander must be informed that it has not yet been corroborated or validated, if this is the case, or that it is single source.

Strong dissemination protocols must be in place to ensure that the intelligence products reach leadership in a timely and secure manner.



Note to Instructor: Remind the student that the best intelligence product ever produced would still be considered a failure if it did not reach its intended audience in a timely fashion.

Slide 25



The nature of intelligence being sensitive requires its classification on a need-to-know base. Intelligence that is mishandled will likely jeopardize peacekeeping operations. Information sensitivity, classification and handling is outlined in UN ST/SGB/2007/6. Sensitive information shall include documents, whose disclosure is likely to endanger individuals, or prejudice the security of a UN operation / activity.

Classification levels are used to identify information as 'unclassified', 'confidential' or 'strictly confidential':

- UN UNCLASSIFIED shall apply to information or material whose unauthorized disclosure could reasonably be expected not to cause damage to the work of the UN
- UN CONFIDENTIAL applies to information or material whose unauthorized disclosure could reasonably be expected to cause damage to the work of the UN
- UN STRICTLY CONFIDENTIAL applies to information or material whose unauthorized disclosure could reasonably be expected to cause exceptionally grave damage to or impeded the conduct of the work of the UN

Information Handling requires the application of several processes. Accounting and control of classified information received/produced is paramount to effective security.

Originators and recipients should maintain a record of the movement of classified information and material. This includes the continued storage or destruction of classified information or material.

Slide 26

Mission Peacekeeping-Intelligence Coordination Mechanism (MICM)

- Missions shall establish an MICM to direct and oversee the peacekeeping-intelligence cycle
- Include JMAC, JOC, relevant components and UNDSS, etc.
- Done by standalone body or JMAC
- Coordinated by Mission Chief of Staff

Missions should establish mechanisms for the management of peacekeeping-intelligence. Because requirements and capacities for the management of peacekeeping-intelligence differ significantly across mission settings, the mechanisms and tools required may likewise differ. As such, the application of these tools to mission peacekeeping-intelligence systems shall be appropriately calibrated to the specific conditions of the mission.

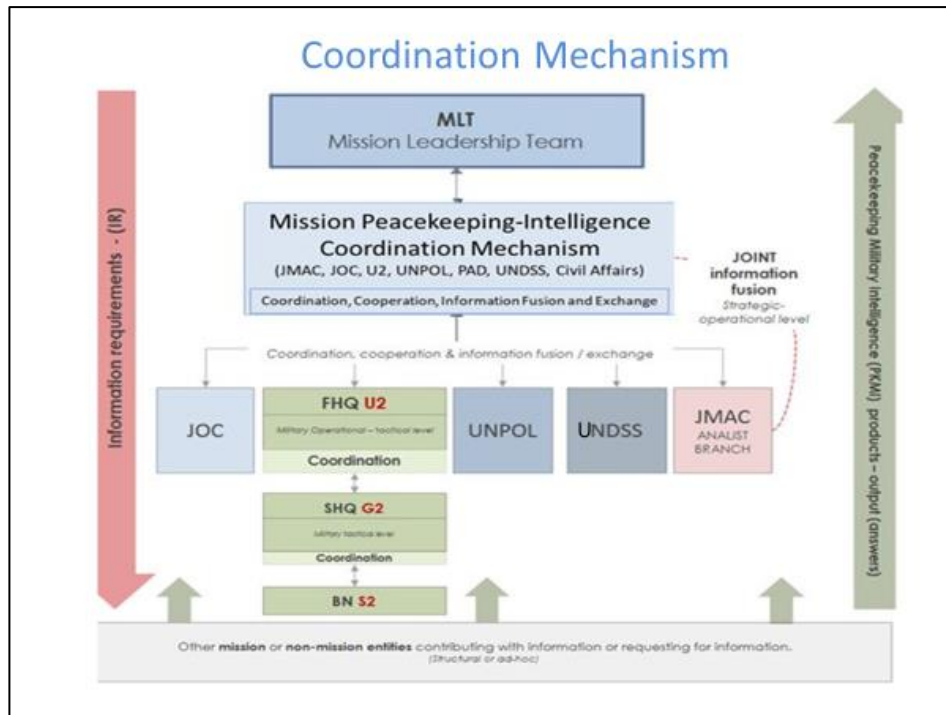
The purpose of the Mechanism is to provide centralized control, direction and coordination of the mission's peacekeeping-intelligence system. It may be a standalone body, while in other cases, the functions may be played by the JMAC.

The functions of the MICM shall preferably be coordinated by the Mission Chief of Staff in his/her role as the Chair of the Mechanism. The primary responsibilities of the MICM include drawing strategic guidance from the senior mission leadership and translating this guidance into PIRs and IRs, developing and maintaining ISP and management of the IAP and the acquisition effort, satisfying all leadership IRs.

Ideally, the MICM would allocate specific PIRs and IRs to the various mission components, within their areas of competence. For example, PIRs relating to political issues would likely be allocated to the JMAC, while PIRs relating to security might be given to UNDSS, to the

Military component, and to UNPOL. This mission-level IAP is a tool for de-conflicting acquisition activities.

Slide 27



The MICM coordinates the mission-wide PKI function. This chart highlights the importance of a Mission Peacekeeping-Intelligence Coordination Mechanism.

As you can see, there are various peacekeeping-intelligence entities in a UN peacekeeping mission, each with its own roles and responsibilities.

It is imperative that a Mission Peacekeeping-intelligence Coordination Mechanism is established to exercise centralized control of peacekeeping-intelligence activities to ensure unity of peacekeeping-intelligence effort throughout the mission.

Slide 28

Mission Peacekeeping-Intelligence Support Plan (MISP)

- A peacekeeping-intelligence concept of operations
- Acceptable and unacceptable methods for use
- Specific considerations to be observed
- Information management tools
- Arrangement for information sharing

The MISP describes the boundaries within which the peacekeeping-intelligence cycle will be executed and identifies key considerations to be observed when providing direction to the peacekeeping-intelligence cycle or executing tasks within it. This document may be classified if deemed appropriate by the chair of the Mission Peacekeeping-intelligence Coordination Mechanism, in consultation with the Head of Mission.

Slide 29

Mission Information Acquisition Plan (MIAP)

- Most important direction tool
- Catalyst for MPKI cycle
- Living document
- Changes per developing situations
- Communicated to acquisition assets
- Basis for execution orders

The MIAP is the most important direction tool and is the catalyst for the Peacekeeping-Intelligence Cycle. It is a living document, constantly changing in line with a developing situation, new Commander's Critical Intelligence Requirements (CCIRs), new plans, and new operational tasks. The Commander signs the CCIR (direction) because it requires resources. When ready, it is important that the IAP is communicated to all acquisition sensors according to their capabilities, and in such a way that makes sense.

Mission components should produce their own Component Peacekeeping-Intelligence Acquisition Plan bringing all Mission-imposed and deducted tasks and including Component leadership new CCIRs and tasking Components assets, according with commander's priorities and assets capabilities.

IAP is the basis of an execution order. It may be written and published in the operation order format in accordance with the mission's SOP. The staffs use the IAP to task, direct, and manage acquisition assets (both assigned and attached assets) to acquire against the requirements. It is worth noting that the Operations Officer tasks information acquisition assets that are not OPCON to the MPKI cell. Generally, the MPKI cell will only have tasking authority over ISR assets.

Slide 30

Lesson Take Away

- PKI supports UN missions to better understand their environment, anticipate spoilers that impact the execution of the mandate
- UN PKI / MPKI principles help guide the management of intelligence activities in UN peacekeeping operations
- The MPKI cycle is a process that acquires, analyzes and disseminates intelligence based on requirements
- MPKI management tools ensure effective intelligence support to military decision making

Summary

- In conclusion, I would like to stress those peacekeeping-intelligence principles, processes and parameters, which have been set out to manage the peacekeeping-intelligence cycle, are key to the success of peacekeeping-intelligence
- MPKI principles inform all activities of UN peacekeeping operations at all stages of the management of peacekeeping intelligence
- The MPKI cycle is the process by which MPKI is acquired, analysed and disseminated based on clearly identified requirements
- MPKI management tools ensure effective intelligence support to military decision making and mandate implementation

Learning Activity 1.4

RESOURCES

N/A

APPROX. TIME

10 minutes

PREPARATION

Ask the participants to answer the following question.

NOTE TO INSTRUCTORS:

Reinforce the learning outcomes and access the knowledge of the group and individuals by asking these questions. Discuss the answers as a group.

Question:

Ask the participants why peacekeeping intelligence is important and how the UNMO can support the Intel cycle.

Lesson 1.5



Safety and Security

The Lesson

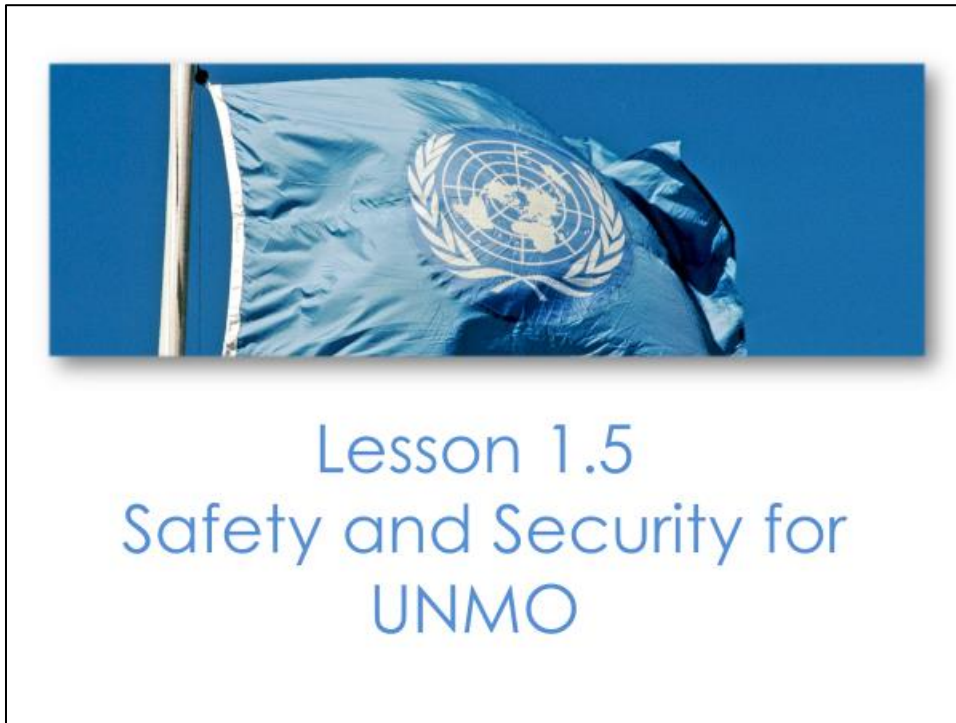


Starting the Lesson

Compulsory security training for UN personnel covers the UNSMS. Check if participants have taken the BSAFE course. If they have, make the lesson more interactive, building on existing knowledge base. Encourage the participants to take the course as soon as possible. It is recommended that participants complete BSAFE course before giving this lesson.

Note to instructor – recommend that the lesson be presented by a trainer who has some personal experience working as an UNMO or an individual who has DSS experience. Recommend reviewing the manuals and or policy on UNSMS. There have been many changes in the methodology to access safety and security in a UN mission. Select missions have not fully adopted the risk management approach to safety and security. A thorough knowledge of the components of a risk assessment / analysis as it differs from a threat analysis is an important concept to fully understand before presenting this lesson.

Slide 1



UNMO are generally deployed for one year. UNMO team sites are frequently located in remote areas with fragile security conditions. Normally unarmed, UNMO are vulnerable to harassment, attack and hostage taking. They represent a soft target for belligerents seeking visibility, recognition or otherwise attempting to influence peace operations.

Military personnel do not fall under the UNSMS. Heads of police and military components are responsible for security arrangements of their personnel and units. Heads of police and military components also work closely with security advisers in the mission area in support of their plans and policies.

Depending on the mission, UNMO can fall under the force commander (military component) or treated as a staff member or expert on mission where they are integrated into the civilian UNSMS strategy. Also, because many UNMO lodge in the local community, they are responsive to area Wardens.

Slide 2

Lesson 1.5 Content

- Safety / Security overview
- UNSMS
- Responsibility for UNMO safety and security
- Application and implementation

2

Here is the content of this lesson.

Slide 3

Learning Objectives

- Explain the difference between risks and threats
- Describe the responsibilities of key individuals that responsible for implementing UNSMS
- Explain security arrangements for UNMO
- Describe personal peacekeeper security measures

3

As a good training practice, let's review the learning outcomes of this lesson. At the end of this lesson you should be able to perform the actions described on the slide. Take a moment to read and understand the requirements. This may help you to focus on the most relevant aspects of the lesson.

Slide 4

Definitions

- **Safety:** protection against accidental events
- **Security:** protection against intentional damages

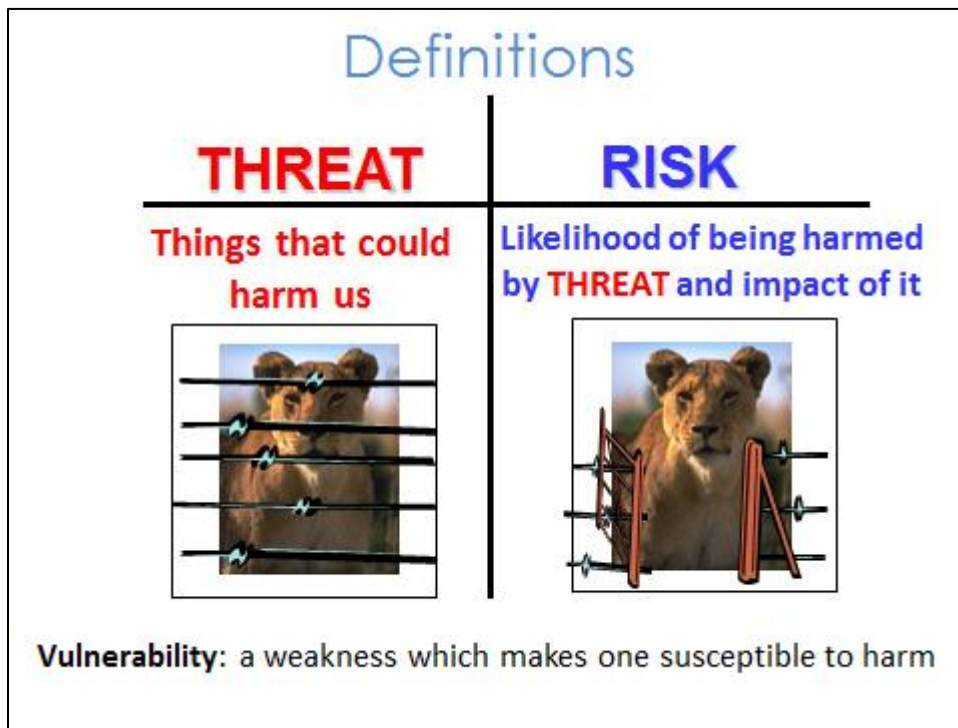


4

Before we get into the main substance of this lesson, it is important that we understand some key safety and security terms.

- Safety: protection against accidental events
- Security: protection against intentional damages

Slide 5



- Threat: a person or a thing which causes harm
- Risk: the likelihood of a threat occurring as a result of vulnerabilities
- Vulnerability: a weakness which makes one susceptible to harm.

UNMO are soft target for belligerents seeking visibility, recognitions and to influence the peace operations. UNMO may be deployed in isolated team sites hence are vulnerable to harassment and attacks by belligerents and other criminal or terrorist groups.

These definitions are important, in that they are the baseline for safety and threat security analysis and planning mitigation measures.

Slide 6

Possible Threats

<ul style="list-style-type: none"> • Armed conflict • Terrorism • IED • Crime 	<ul style="list-style-type: none"> • Civil unrest • Kidnapping / hostage • Hazards • Epidemic diseases
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6

A threat is a person or a thing that causes harm. Categories of threats within the mission area may include the following:

Armed conflict- organized violence by groups fighting each other
Indirectly affects the UN and other non-involved parties

Terrorism- violence by individuals or groups against civilians or other non-combatant targets; terrorism affects the UN indirectly or directly; example extremist attacks

Crime-Illegal activities undertaken for economic or personal gain; may or may not involve violence; indirectly and directly affects the UN; example theft and robbery

Civil Unrest- organized demonstrations or unauthorized disturbances to public order; example rioting and looting

Hazards- natural events, such as, earthquakes, extreme weather; large-scale industrial accidents, and vehicle accidents

Note the other threats. In the current environment, the treat of IEDs and kidnappings has been on the rise.

Slide 7

Responsibility for UNMO Safety Security

- Host government – primary
- UNDSS(UNSMS) – reinforce
- Designated Contingent – supplement
- UNMO – essential

7

Safety and security for UNMO and properties of the UN is the responsibility of the host government, UNDSS under UNSMS and the individual UNMO.

The inherent function of every state is to maintain order and protect persons under its jurisdiction. Consequently, the host government has lead responsibility for the safety, security and protection of UN personnel and property. There may instances where the host government will be unwilling or incapable/unable to take that responsibility especially in during post conflict or conflict situations.

The UN reinforces or in certain cases supplements host government capacity for safety and security with the UN Security Management System (UNSMS).

Slide 8

Host Government-Primary

- Security and protection of UN personnel, dependents and property
- Inherent function- maintaining order and protecting persons and property
- Limitation-security forces incapability, willingness

8

The host nation responsibility for safety and security of UN personnel during certain periods may be lacking due to partial or total breakdown of law and order. Also, the unwillingness of the host nation's security forces to provide safety and security for UN personnel can be problematic.

In these cases, the responsibility for the security and protection of United Nations personnel and other individuals are covered by the United Nations Security Management System (UNSMS).

Slide 9

UNSMS-Reinforces

- Not abrogating responsibility of host governments
- UN duty to reinforce capacities of host governments
- For UN personnel working in areas of insecurity, unstable environments
- Requiring mitigation measures beyond host governments
- United Nations Security Management System (UNSMS)
- Principle of “how to stay”

9

UNMO fall under the Security Management System (UNSMS). The UN has the duty as employer to reinforce and supplement the capacities of host nation under UNSMS.

The goal of the UNSMS is to achieve a robust and cohesive system to enable the conduct of United Nations activities while ensuring the safety, security and well-being of personnel and the security of United Nations premises and assets

The UNSMS:

- Enables conduct of UN work
- Ensures safety, security and well-being of staff
- Ensures security of UN buildings and assets

To establish and maintain operations in an insecure and unstable environment, UNSMS adopts the approach of “how to stay” as opposed to “when to leave” as a tenet. UN has made progress in achieving risk acceptable in the operational environment. The focus is to stay and deliver.

Slide 10

Principles

For a cohesive Security Management System (SMS):

- Determine acceptable risk
- Adequate, sustainable resources to manage risk
- Development, implementation security policies and procedures

10

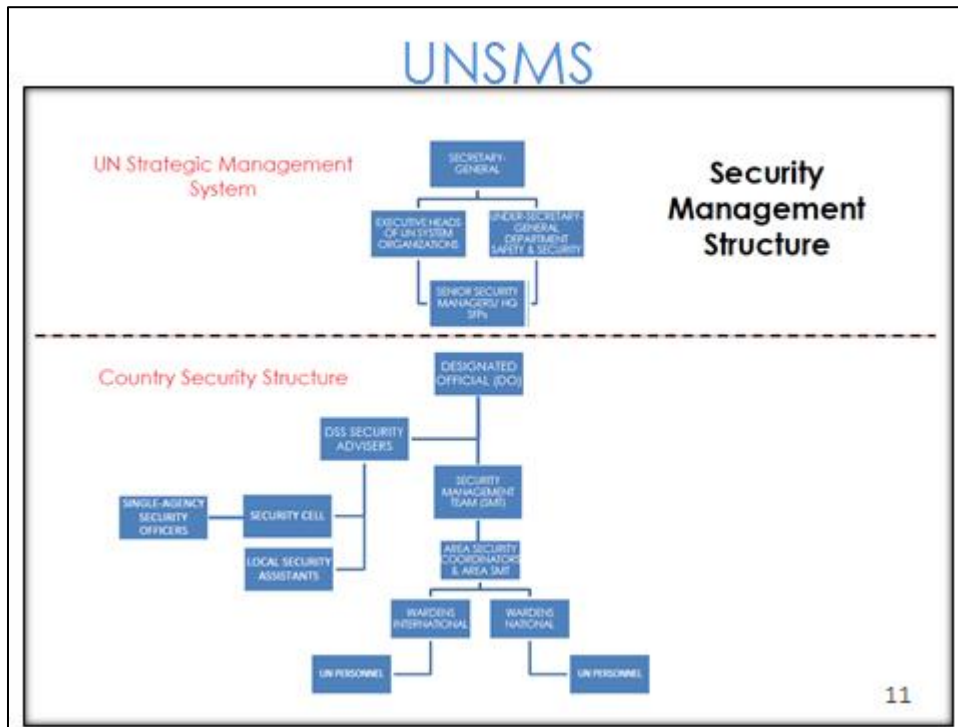
This slide shows the three principles of UNSM and they are:

- Determination of acceptable risk
- Provision of adequate and sustainable resources to manage the risk to personnel and their eligible dependents, premises and assets
- Development and implementation of security policies and procedures

Policies, procedures, standards and arrangements of the UN Security Management System are applicable to the following personnel:

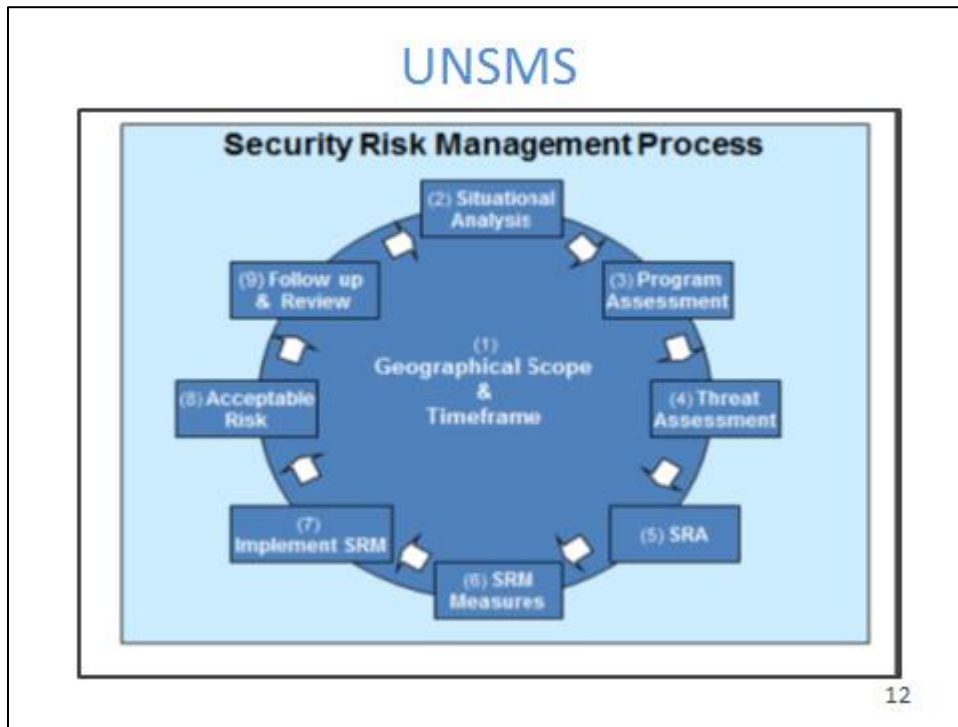
- UN personnel and volunteers
- UN temporary staff; international or local recruitment (except locally recruited paid by the hour)
- UN military and police, military observers, military liaison officers, military advisors and staff officers
- Military members of national contingents or members of formed police units not deployed with their contingent or unit

Slide 11



This slide shows a diagram of the UNSMS structure. Note that the structure is both in country / Mission and supported by UN HQs. We will go into more details in this lesson on the in-country structure.

Slide 12



The Security Risk Management Process (SRM) has replaced in the General Threat Assessment process. In short, the SRM is a more holistic and common-sense approach process to mitigating risk. Also, it helps missions use resources more effectively by focusing on mitigating the proper levels of risks. In short, the process you see on this slide is executed using the following rationale:

- For a given place and time period
- In a specific operational context
- An analysis of specific threats and our vulnerability to them is done
- Driving an evaluation of their impact and likelihood, to happen
- Indicating a certain risk level
- Steps are taken to address and mitigate the risks

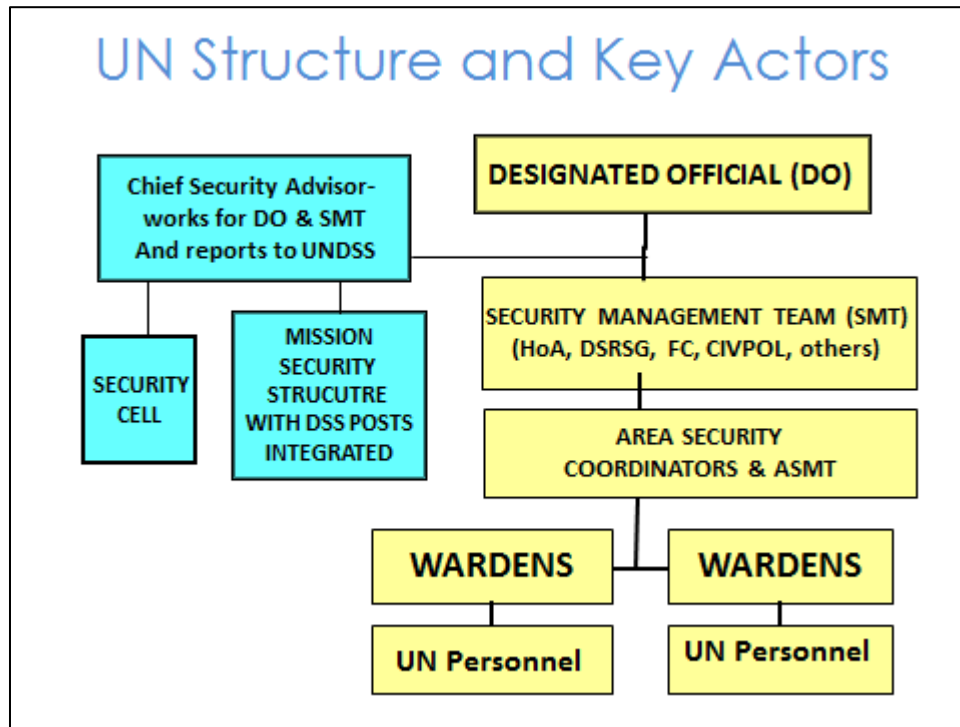
Slide 13

Security Risk Management (SRM)						
Risk Matrix		Impact				
		Negligible	Minor	Moderate	Severe	Critical
L I K E L Y H O O D	Very Likely	Low	Medium	High	Very High	Unacceptable
	Likely	Low	Medium	High	High	Very High
	Moderately Likely	Low	Low	Medium	High	High
	Unlikely	Low	Low	Low	Medium	Medium
	Very Unlikely	Low	Low	Low	Low	Low

This slide describes the Security Risk Management (SRM) concept. In the SRM process, likelihood and impact are assessed on a 1-5 scale and combined in a risk matrix as shown above. SRM is the process of identifying future harmful events ("threats") that may affect the achievement of United Nations objectives. It involves assessing the likelihood and impact of these threats to determine the assessed level of risk to the United Nations and identifying an appropriate response. Security Risk Management involves four key strategies: controlling, avoiding, transferring and accepting security risk. Security risks are controlled through prevention (lowering the likelihood) and mitigation (lowering the impact).

The SRM evaluates the five categories of threats: armed conflict, terrorism, crime, civil unrest, and hazards – natural and human-made.

Slide 14



The slide describes some of the key personnel responsible for UNSMS in a UN mission. Note that the green-blue structure are the individuals and cells appointed by Under-Secretary-General for Safety and Security (UNDSS) to support and execute the UNSMS in a specific area / mission. Yellow structure comprises much UN country and mission leadership. Let's look at some of the responsibilities of these key individuals.

Designated Official:

- Normally the senior UN official in the mission
- Country, area where UN is present
- Senior UN official normally appointed
- Responsible for security of UN personnel, premises
- Secretary-General delegates authority to make security related decisions

Principal/Chief Security Adviser / Security Advisor:

- PSA/CSA/SA – trained UN security professional appointed by Under-Secretary-General for Safety and Security (UNDSS)
- Advises and reports to DO
- Maintains technical line of communication to UNDSS

Area Security Coordinator (ASC):

- Appointed by DO
- Office separated from capital / HQs
- Develops area-specific security plans
- Appoints Wardens to areas of responsibility
- Coordinate and manage security arrangements
- Part of the Area Security Management Team (ASMT)
- Advises on security matters

Field Security Coordinator-Officers:

- Implements security risk management, crisis readiness, security preparedness for locations in country and area
- Prepares country security plans and listings of personnel
- Establish contacts with law enforcement agencies for best protection
- Conduct security surveys of residences and premises

Wardens:

- Regularly inform personnel regarding security arrangements and residual security risks
- Critical link between DO / ASC, staff
- Assists implementing security plans
- As UNMO, you will most likely have dealings and relationships with Wardens

Slide 15

Contingent-Supplement Plans

FHQ / FC assigns responsibility for safety and security of UNMO to Sector Headquarters and units

- FHQ directives and SOPs
- Collocated status
- Contingency plans
- Security escorts



16

UNMO deployed in Non-Permissive Operative Environments (NPOE) may face dangerous and life-threatening situations. Unstable security situations do not permit UNMO to perform their functions effectively and independently. If for operational reasons UNMO must deploy, the approval has to be from of HOMC / FC in consultation with UNDSS. Also, UNMO must only be deployed after a risk assessment and analysis has been done and reviewed by leadership.

Under certain circumstances, risks can be mitigated by co-locating with military or police contingents that can provide armed escorts and security. UNMO should not be deployed in small team sites in isolated areas; instead, should be co-located with military or police contingents.

The Force Headquarters should have SOPs with directives specifying which headquarters and unit have this responsibility. Force Headquarters should also ensure that SOPs clearly designate specific units to provide Quick Reaction Force (QRF); planning, training and rehearsals with UNMO, Sector Headquarters, contingents and medical and aviation assets.

The decision to arm an UNMO cannot be taken lightly; as it may undermine their credibility with stake holders. UNMO can be armed in exceptional situations on the approval of USG DPO. Armed UNMO must follow formal conditions:

- Training and directives on use of firearms

- Understanding of the ROE
- Conditions for use of force
- SOP on carrying of arms
- Security of the firearms

Slide 16

UNMO-Essential

- Personnel employed by UN system are accountable to their organizations
- All have responsibility to abide by UNSMS policies, guidelines, directives, plans and procedures

17

The UNSMS mandated that all security policies, procedures, standards and other security arrangements are applicable to UNMO. This includes security briefing, evacuation and contingency planning and warded systems.

UNMO should be aware that there are procedures, policies and nested plans for security; some examples include:

- Country Security Plan
- Area Security Plan – in the country plan
- Local Security Plan – in country and area plans
- Office security plan
- UN Field Security Handbook; UNSMS policy

Slide 17

Peacekeepers Can Do

Abide by UNSMS policies, guidelines, directives, plans, procedures, and training requirements

Required for all UN personnel

UNDSS bsafe Course

Basic Security in the Field

18

There is mandatory UN security training. All UN personnel must complete Basic Security in the Field (BSAFE). There is a suite of DSS courses tailored for select personnel and missions.

Slide 18

Security Guidelines

- Receive security briefing before deployed
- Living residence assessed by security officer
- Be included in UNSMS security plans
- Maintain liaison with wardens
- Contingency plan exercise with evacuation force
- Communication equipment functional

19

Here are a few safety and security measures and gridlines for UNMO.

Slide 19

Travel Request Information Process (TRIP)

- Process mandatory security clearances online
- Required to know your whereabouts, and provide information and assistance in an emergency



20

TRIP stands for Travel Request Information Process. TRIP lets UN personnel process mandatory security clearances online. Security clearance is an official requirement. Unforeseen events may endanger staff or family members.

Security clearance is required by the UN to know where staff members are and assist them in time of danger or emergency. UN personnel need security clearances for official travel, regardless of security Level. Usually, clearance will be automatic; however, when the DO needs to control movement of personnel, security clearances may be carried out manually.

The UN also recommends using TRIP for personal travel. The UN can then provide security support if needed. TRIP can provide UN personnel with updated information and know where to reach personnel if security measures are needed.

Slide 20



On this slide, we show you an example of an individual's evacuation bag; also known as a “Go Bag” or “Run Bag”. These items will be of use in a time of an emergency or evacuation.

Slide 21

Safe / Defensive Driving

- Mission driving test
- Training and maintenance
- Defensive driving behavior
- Driving rules and regulations



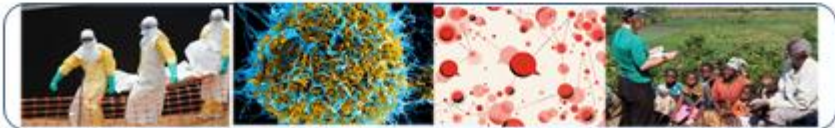

22

Every year many UN personnel are killed and injured on the road. The UN has implemented measure to mitigate risks. Here are a few.

Slide 22

Prevention of Diseases

- Ebola
- Malaria
- Cholera
- Typhoid
- Hygiene



23

In the area of safety, here are diseases that may be in the area of operations that require the same risks analysis and a way ahead to mitigate those risks. Proper measures, immunization, and hygiene practices are essential in reducing the risks.

Slide 23

Lesson Take Away

- Safety/Security related definitions
- Role players in UNMO safety / security
- Know the details of UN SMS Structure
- UNMO individual responsibilities

23

Summary

Students should retain the following from this lesson; let us review these topics:

- Threat is that which causes harm; and risk is likelihood of a threat occurring as a result of vulnerabilities, a weakness which makes one susceptible to harm
- The host nation is responsible for safety and security of UN personnel, if it is lacking the UN implements UNSMS
- ASC, Area Security Coordinator Officers, and wardens are key security individuals UNMO should be familiar with and may coordinate with in the field
- UNSM s determines acceptable risk ; provides sustainable resources to manage risk to UN personnel; develops and executes security policies and procedures
- HoM, FC, and individual UNMO have responsibility to ensure that UNMO deployed in today's complex PKO environments mitigate risks to UNMO
- Mitigating risks by co-locating with military or police and travelling with armed escorts and security
- UNMO have an individual responsibility for safety and security and must complete mandatory UNDSS training

Module
1



Conceptual Framework

At the conclusion of Module 1, a few concluding points are worth noting:

- A range of policies, manuals, guidelines, philosophy and principles have been developed over time to create a understanding of UNMO operating in UN peacekeeping missions
- Nevertheless, the implementation and execution of UNMO in the mission is never straightforward and a general understanding and an **open, flexible attitude** within the United Nations' UNMO conceptual framework is needed by the leadership, staff and troops / forces in the employment of UNMO
- The capabilities of a UNMO can be leveraged to help execute the mandate. It is essential that UNMO personnel establish a working coordination, liaison and support networks based on this conceptual framework that will facilitate planning and execution of UNMO tasks in a UN PKO
- It is important that UNMO have a general understand of the UNPI and UNSMS frameworks

.....Section Break.....

2



Legal Framework

Module

Module 2 at a Glance

Aim

This module conveys to the UNMO key aspects of the legal framework governing their work.

Relevance

Module 2 empowers UNMO to approach their task with confidence by providing them an understanding of the legal authority and underpinning their work, while also setting limits.




Learning Objectives for the Module

- Apply the main rules of international law that establish the legal framework for peace operations, starting with the United Nations Charter
- Identify and appropriately respond to violations of international humanitarian, human rights and refugee law that UNMO may observe
- Follow key policies of the Secretary-General and the Department of Peace Operations that are binding on all UN mission personnel

Overview

Lesson 2-1 provides an overview of fields of general international law, the UN Charter, international humanitarian, human rights and refugee law. Lesson 2-2 reflects on aspects of the mission-specific legal framework that are relevant for UNMO, including Security Council mandates, SOFA/SOMAs and the related issue of privileges and immunities, norms on discipline and accountability, binding norms in peacekeeping policies, and mission rules of engagement.

Symbols Legend Reminder

	Interactive presentation or small exercises to engage the participants
	Suggested film segment to illustrate the content
	Note to the instructor to highlight particular aspects of the materials or point towards additional materials

Lesson

2.1



International Legal Framework

The Lesson



Starting the Lesson

Overview

This module begins with an overview of how international law impacts the work of peacekeepers regarding their mandated tasks.

The term 'International Law' commonly refers to a body of law that governs the legal relations between or among States and international organizations. These training materials look at international law as a combination of binding law ("hard law") and non-binding law ("soft law"). Binding law refers to rules that are legally binding and that States must therefore apply, such as treaty law (i.e. conventions, agreements and protocols), as well as customary law. Treaties ultimately become binding through a process of negotiation, adoption and signature, followed by ratification, acceptance, approval or accession.

The components of international law most relevant for the work of peacekeepers are International Human Rights Law, International Humanitarian Law, and International Refugee Law. We end the lesson with the introduction of the United Nations Charter.

International Law

Slide 1



Module 2.1 Applicable Legal Framework for Peace Operations: **General International Law**

Let us now look at the first lesson of the legal framework.

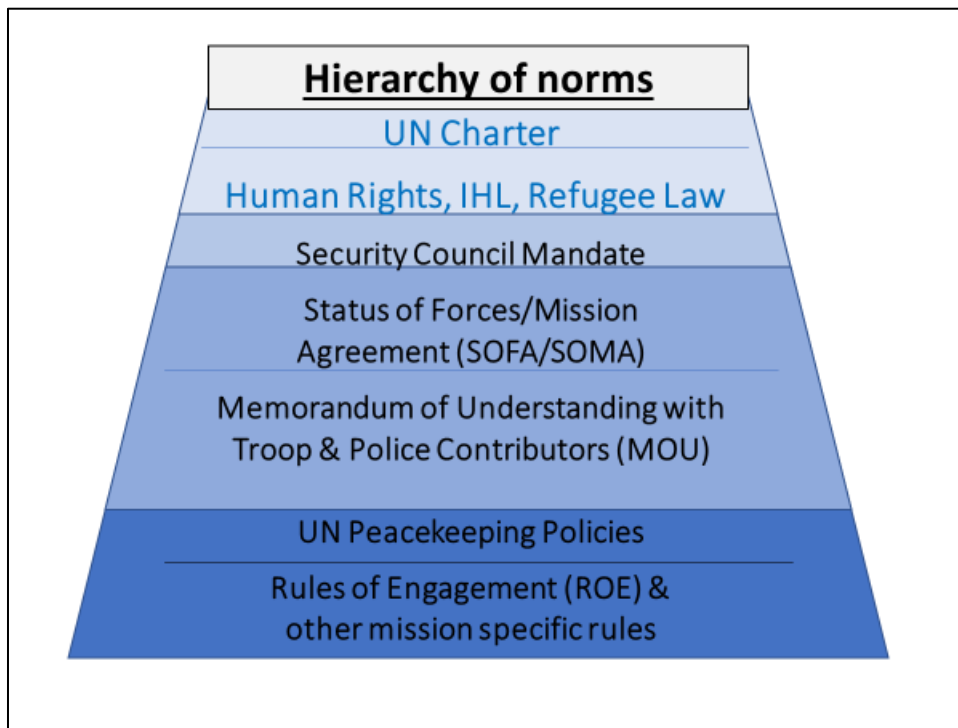
Slide 2

Learning Objectives

- Apply main rules of international law that establish the legal framework for peace operations
- Identify and respond to violations of international humanitarian law, human rights law and refugee law that UNMOs may come across

Here are the learning objectives for this lesson 2.1.

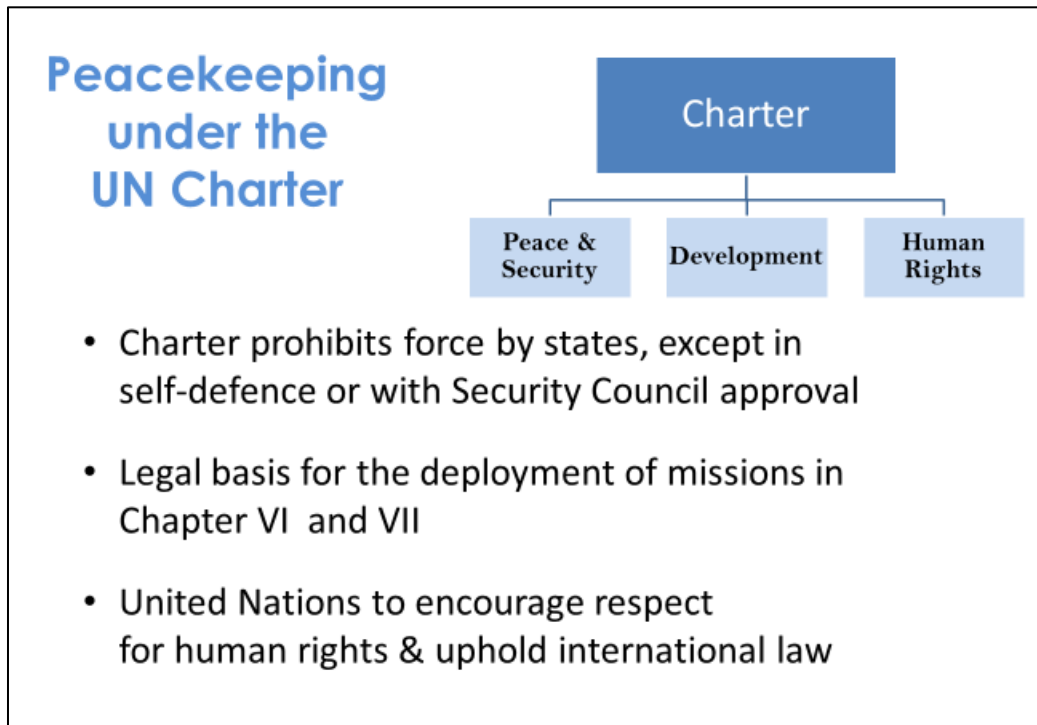
Slide 3



At the top of the hierarchy of norms depicted in this slide¹ are the UN Charter (the “UN’s constitution”) and fundamental norms of general international law. Even the Security Council must respect these norms (and does so in its practice). For instance, a peacekeeping mission could not be mandated to attack civilians or push back refugees to places where their life is at risk, since this would entail breaches of fundamental norms of international human rights, humanitarian and refugee law.

In module 2.1, we are discussing the top two layers of the hierarchy of norms. The remaining sources of law in this graphic will be discussed in Module 2.2.

Slide 4



The Charter of the UN is the founding document of the Organization and the basis of all the Organization's work. The UN was established to "save succeeding generations from the scourge of war" and it therefore prohibits force between states, except in self-defence or with Security Council approval.

While the UN Charter does not make explicit reference to peace operations, it is undisputed that the UN Security Council may establish peacekeeping and special political missions. All UN peace operations are deployed based on:

- Chapter VI (deals with pacific settlement of disputes), and/or
- Chapter VII (binding measures to respond to breaches of the peace)

Special political missions or observer missions are generally deployed under Chapter VI. Multidimensional peacekeeping missions, which are often deployed after non-international armed conflict, usually have a mandate that invokes Chapter VII. This is done notably to clarify that they may use force to protect civilians, regardless of whether civilians are threatened by armed groups or (rogue) state forces.

In addition to ensuring peace and security and promoting development, the UN Charter also commits the UN to promote and encourage respect for human rights. For this reason, all peace mission personnel must respect human rights. The Policy on Human Rights in Peace Operations also requires all missions to advance human rights through the implementation of their mandate, even if they do not have an explicit human rights mandate or human rights component. Example: UNMO developing a disarmament, demobilization and reintegration (DDR) programme under the

mission's mandate should try to advance non-discrimination between women and men by ensuring that women and girls associated with armed groups can also benefit from the DDR programme.

Slide 5



International Human Rights Law (IHRL)



- Protects **dignity, freedom and equality.**
- Primarily establishes **obligations of states.**
Non-state armed groups can also abuse human rights
- Continues to apply during **war or other national emergencies**
- UNMOs must “*ensure that human rights are promoted, respected, protected and advanced*” (UNMO Guidelines)



Ask participants who is entitled to human rights, and whose responsibility it is to protect them? Answers should include that every human being enjoys human rights, and that state authorities are primarily responsible for upholding them.

Human rights are universal. Everyone is entitled to the same fundamental rights. There are some groups, who may have specific needs or are particularly at risk of discrimination and rights violations. These have been given specific rights protections (e.g. children, women, indigenous people, persons with disabilities).

IHRL applies at all times, including during armed conflict and other national emergencies (because that is when human rights are most under threat). Example of human rights especially relevant to peacekeeping include the right to life, right not to be tortured, right not to be discriminated against, rights to food, water, health and education.

First and foremost, states must respect human rights and protect their population from threats by private actors (e.g. by diligently arresting and prosecuting perpetrators of rape). It is widely accepted today that armed groups with effective control over territory also have human rights obligations. In any case, UN practice considers that armed groups that commit atrocities such as summarily executing, raping, torturing or looting engage in human rights abuses.

UN policy also accepts that UN missions and personnel must respect human rights in their work. Example: The UN would not be allowed to discriminate on the basis of religion in its hiring practices or use excessive force in violation of the right to life.

 ***UN Photo shows the UN Human Rights Council in Geneva, where member states join to advance and protect human rights.***

Slide 6

International humanitarian law (IHL)

- Applies to **parties to armed conflict**
- Applies to military peacekeepers **only as long as engaged as combatants**
- Regulates **conduct of hostilities** and restricts **means of warfare**
- Protects those who **do not or no longer engage in hostilities**, including peacekeepers
- Parties must **respect and ensure respect** for IHL



International Humanitarian Law (IHL) must be respected by parties to armed conflict. States forces fighting each other in an international armed conflict must respect it. In a non-international armed conflict, the state military forces, and the non-state armed groups involved must abide by IHL.

Since impartiality is a central principle of peacekeeping, UN military forces are generally not a party to the conflict. However, IHL may apply temporarily to them for as long as they engage as combatants in armed conflict. Example: a peacekeeping force carries out an offensive operation against an armed group that poses a grave threat to civilians.

IHL regulates the conduct of hostilities. Example: Requiring parties to minimize as far as possible the harm to civilians not participating in the hostilities. It also outlaws certain means of war to reduce unnecessary suffering by civilians or combatants. Example: prohibition of the use of any chemical or poisonous weapons in warfare.

Parties must respect IHL themselves and they ensure that others respect it as well. Example: In accordance with its obligation to ensure respect for IHL, a state has a duty to prosecute and punish non-state armed group members who commit serious violations of IHL amounting to war crimes.

 **Illustration shows the emblem of the International Committee of the Red Cross (ICRC), which initiated the development of humanitarian law in the 19th century. The ICRC remains the neutral guardian of IHL in conflict areas across the world.**

Slide 7

International Criminal Law

- **War crimes:**
grave breaches of Geneva Conventions and other **serious violations of IHL**
- **Crimes against humanity:**
key feature: **systematic or widespread** inhumane acts (murder, rape, torture etc.)
- **Genocide:**
requires intent to destroy national, ethnic, racial or religious group **as such**
- **State duty to prosecute** international crimes
- **International tribunals** may prosecute (e.g. International Criminal Court)



Some violations of human rights and international humanitarian law are considered so grave by the international community of states that they are regarded as international crimes, namely war crimes, crimes against humanity and genocide.


All states have a duty to prosecute and punish such crimes if committed within their territory. Furthermore, the international community may set up international tribunals and courts to prosecute and punish international crimes. Example: In response to international crimes, the Security Council set up the International Criminal Tribunals for the former Yugoslavia (ICTY) and Rwanda (ICTR). States also established the International Criminal Court (ICC). The ICC has jurisdiction to pursue international crimes committed in states that have accepted its jurisdiction (more than 120 countries so far) and in places that were referred to the ICC by the Security Council (examples: Darfur and Libya).

There are three major categories of international crimes that UNMO should know:

War crimes: Violations of fundamental rules found in the Geneva Conventions or other sources of IHL also entail war crimes on the part of the individuals who commit such crimes. As the name suggests, war crimes can only be committed in armed conflict.

Crimes against humanity: Where state authorities or armed groups commit inhumane acts such as murder, rape, torture in a systematic or widespread manner, this may entail crimes against humanity. Such crimes typically involve an underlying policy to commit crimes and/or an elaborate degree of planning at high levels.

Genocide: In accordance with the 1948 Genocide Convention, killing or in similar ways targeting members of a national, ethnical, racial or religious group may amount to genocide. The perpetrators must act with the “*intent, to destroy, in whole or in part, the group, as such.*” It is not enough to kill some people because of their religion or race. There must be an intent to annihilate the entire group globally or in a specific area. The historic example that gave rise to the notion of genocide is the Holocaust, in which Nazi Germany tried to annihilate the entire Jewish population of Europe.

 ***The UN Photo shows the entrance to the International Criminal Court in The Hague, which has prosecuted international crimes committed in mission settings.***

Slide 8:

Main sources of international law	
International Human Rights Law	International Humanitarian Law
United Nations Charter	<u>International armed conflict:</u>
Human rights treaties	Geneva Conventions
Universal Declaration of Human Rights	Geneva Protocol I
International Criminal Law	<u>Non-international armed conflict:</u>
Rome Statute of the International Criminal Court	Art. 3 Geneva Conventions
Customary international law	Geneva Protocol II

The content of international humanitarian, human rights and criminal law is defined by international treaties that states have voluntarily signed and ratified. Many of the norms have also been practiced and accepted by states to such a degree that they have become customary law that binds all states.

Apart from explicit mentioning human rights in the United Nations Charter, states have adopted nine major human rights treaties. They cover civil, political, economic, social and cultural rights and protect specific groups such as women, children, or persons with disabilities. Every state in the world has accepted several of these treaties. All states have also expressed their support for the Universal Declaration of Human Rights, which was first adopted by the UN General Assembly in 1948. Most if not at all of the rights in the Universal Declaration can be considered customary law.

International humanitarian law can be found notably the four Geneva Conventions and its two Protocols. Serving in our larger, multidimensional peacekeeping missions the norms applying in non-international armed conflict (NIAC) are most relevant: The most basic protections in NIAC are laid down in Article 3 of the Geneva Conventions. Further details are set out in Geneva Protocol II. Fundamental rules of international humanitarian law have also become international customary law.

International criminal law emerged from the practice of the Nuremberg and Tokyo tribunals that prosecuted major crimes committed during World War II. The principles of international criminal law they developed have become customary law. The Rome Statute of the International Criminal Court has summarized that law in one treaty.

Slide 9



UNMO responsibilities on violations of human rights and IHL

(see: Guidelines for UNMOs in Peace Operations / Policy on Human Rights in Peace Operations)

1. Proactively **identify** concerns
2. Diligently **record** information
3. **Report** to chain of command, human rights component, protection of civilians coordinator (based on SOPs)
4. Keep sensitive information **confidential**
5. **Refer** victims to **urgent support**
6. Make appropriate **intervention to protect**
7. Continue to **follow** the situation



Slide 10

Learning Activity: Identifying violations

- Several local sources provide information to an UNMO patrol in a zone with armed group activity.
- Based on the information provided, **identify possible violations of:**
 - International human rights law,
 - International humanitarian law,
 - International criminal law and/or
 - International refugee law



You must be able to identify typical violations of international human rights law or humanitarian law, when they are observed.

This learning activity provides cases that are based on recurrent realities in the field. Depending on the time available, the activity can be conducted in a plenary discussion only. Alternatively, participants can first discuss each case in small groups before a debriefing in plenary reveals the correct answer.

Participants should assume that they are on a patrol in a conflict zone with armed group activity and are meeting with local persons. Based on the information they receive; they should consider which violations may have occurred. They should also be invited to indicate what course of action they would take in the light of the information received.



Please only reveal the correct responses in the pink textboxes on the next slides once participants had a chance to provide their own response.

Slide 11

Case 1 – Cattle herding boy:

“A militia came to steal our cows. We had to flee into the swamps. They were shooting at everyone. We survived on wild plants & swamp water”



Violations to consider:

- Intentional attack against civilians (or)
- Indiscriminate attack
- Human rights to life
- Pillaging
- Arbitrary displacement
- Right to housing & freedom of movement
- Human rights to food, water & health

We must be able to identify typical violations of international human rights law or humanitarian law, when they observe them. There will be a series of learning activities to assist our understanding of the legal framework. These learning activities provide cases that are based on recurrent realities in the field. Depending on the time we have available and the amount of discussion we will modify the lesson timing as appropriate.

You should try to visualize that you are on an UNMO patrol in a mission AO with armed group activity and are interacting with the local population. In the cases try to consider which violations may have occurred and what course of action you would take in the light of the information received.



Break the participant into groups in the plenary room. The participants can first discuss each case and then debrief plenary with the instructor facilitating the discussion using the following:

Violations to consider:

Intentional attack; against civilians; Indiscriminate attack; Human rights to life; Pillaging; Arbitrary displacement; Right to housing & freedom of movement; Human rights to food, water & health

Here are additional detailed facilitator notes that can be used by the instructor. The information provided by the boy points to the following violations:

- *If the militia shot at civilians this is an intentional attack directed against civilians, amounting to war crime, IHL violation and violation of the right to life. If the attackers shot randomly at both enemy fighters and civilians, this would be indiscriminate attack (a war crime that also violates IHL & human rights)*
- *The villagers are victims of arbitrary displacement – if systematic or widespread this can be a crime against humanity. Being forced to flee from their homes also violates their right to housing and their freedom of movement (which includes the right not to move)*
- *The theft of the cattle entails the war crime and IHL violations of pillaging. This places at risk the villagers' human rights to food and livelihoods. Because they must survive in the swamps, their right to clean water and health are also seriously under threats. In practice, the denial of clean water and healthcare might even kill more civilians than the initial attack itself*

According to mission SOPs, UNMO should share information, with the chain of command, human rights component and protection of civilians coordination structure. Humanitarians can provide support in follow ups. UNMO must record names and contact details of the witness and victims for follow ups; however, all measures must be taken to treat info confidentially. Sensitivity needs to be taken when sharing victims and or witnesses that maybe in harm. Sensitivity in these matters should always be considered, as widely shared info in the mission may leak.



UN Photo shows a boy in South Sudan, where civilians have often fled to vast swamp wetlands to protect themselves from violations by parties to armed conflict.

Slide 12

International Humanitarian Law: Conduct of Hostilities

- **Distinction** between civilians & combatants
- **Precaution** to minimize risks for civilians
- **Proportionality** to limit incidental harm to civilians




In their conduct of hostilities, parties to conflict must abide by basic principles to minimize harm to civilians and civilian objects such as homes, hospitals, places of worship etc. The protection of civilians in the conduct of hostilities builds on three basic principles.

The basic principles of IHL are the following:

- Distinction: In order to ensure respect for and protection of the civilian population and civilian objects, parties to the conflict always have to distinguish between the civilians and combatants, and between civilian and military objects. Operations must only be directed against military objects. Indiscriminate attacks that do not distinguish between civilians and combatants are prohibited. Example of violation: Shelling an entire village with heavy artillery without trying to distinguish between military targets and civilian homes
- Precaution: In the conduct of military operations, constant care must be taken to spare civilians and civilian objects. All feasible precautions must be taken to avoid, and in any event to minimize, incidental loss of civilian life, injury to civilians and damage to civilian objects. Examples of violations:
 - Before launching an assault, no effort is made to verify that the target is a military target
 - Soldiers take their position too close to civilians, placing them at risk of getting in the crossfire

- Proportionality: Loss of life and damage to property incidental to attacks must not be excessive in relation to the concrete and direct military advantage expected to be gained. This means that when considering a target, the damage to civilians and their property cannot be excessive in relation to the military advantage gained. Proportionality is not an issue if the target is purely military and no civilians are nearby. Example of violation: Bombing a private home housing dozens of civilians to kill one ordinary soldier who took shelter there



Civilians often bear the brunt of conflict. The UN Photos show civilian homes that were burnt down during armed conflict and an elderly civilian injured.

Slide 13

Case 2 – local journalist:

“The army prohibits humanitarians to give food aid to villagers from a particular ethnic group. They claim that some food will be diverted to rebel fighters. Malnutrition increased drastically, but we are not allowed to report it publicly.”

**Violations to consider:**

- Rapid and unimpeded passage of humanitarian relief for civilians in need
- Human right to food, including freedom from hunger
- No discrimination on grounds of ethnicity
- War crime of intentional starvation of civilians
- Human rights to freedom of expression, media and information.

Here is another learning activity. Take some time to read over the slide and we will discuss.



Working in syndicate groups, have participants review the slide and then discuss. Then have syndicate groups report back brief the plenary. Here are a few areas to assist facilitating the discussions.

Key areas:

- Rapid and unimpeded passage of humanitarian relief for civilians in need
- Human right to food, including freedom from hunger
- No discrimination on grounds of ethnicity
- War crime of intentional starvation of civilians
- Human rights to freedom of expression, media and information

The information provided by the journalist does lead to the following violations:

- IHL requires parties to conflict to facilitate the rapid and unimpeded passage of humanitarian relief for civilians in need. They may take reasonable measures to monitor distribution and prevent diversion to enemy combatants. However, they must not deny food aid altogether to a group of civilians

- *The human right to food requires the state to ensure that its population is free from hunger. If it cannot provide enough food for its own population, it must call for humanitarian assistance and allow such assistance to be delivered*
- *The violations are aggravated by the fact that food aid is denied by discriminating against an entire ethnic group and placing it under collective suspicion of supporting the rebels*
- *If the intention is to starve civilians from that ethnic group, this would amount to a war crime and, if systematic or widespread, a crime against humanity*
- *Denying journalists from reporting about the situation delivery violates the journalists' right to freedom of expression and media. It also denies the general population freedom of information. This also since the censorship serves no legitimate purpose but seeks to cover up other human rights violations*

UNMO must duly report this information up their chain of command and ensure that it is shared with human rights and humanitarian coordination components. An entire civilian population is at serious risk if the discriminatory denial of food aid can persist. The mission would probably advocate with the government to lift restrictions on reporting, not least since such reporting is essential to inform donors about urgent humanitarian needs.



UN Photo shows aid distribution after Cyclone Nargis. Initially, one affected country denied humanitarian organisations access to people in need, which the UN condemned.

Slide 14

Case 3 – Captured rebel fighter:

“The army used heavy artillery to shell our military field hospital. Many of my wounded comrades were killed. Those who survived were captured and were not given any medical care by the army.”



Violations to consider:

- Attack directed against hospital/place to care for wounded & sick
- Attack directed against protected persons *hors combat*/wounded
- Duty to collect and care for the wounded and sick
- Human rights to life, health and physical integrity

14

Here is another learning activity. Take some time to read over the slide and we will discuss.



Working in syndicate groups, have participants review the slide and then discuss. Then have syndicate groups report back brief the plenary. Here are a few areas to assist facilitating the discussions.

Key areas / violations to consider:

- Attack directed against hospital/place to care for wounded & sick
- Attack directed against protected persons *hors combat*/wounded
- Duty to collect and care for the wounded and sick
- Human rights to life, health and physical integrity

Facilitation notes: more specifically and in detail; the following can be used to add to the discussion:

- IHL humanitarian law prohibits attacking hospitals and other places that take care of wounded or sick persons. This applies, even if the hospital in question treats only enemy combatants and no civilians. Directing an attack against enemies who are wounded or can for other reasons no longer fight (persons *hors combat*) is prohibited. The shelling of the enemy's hospital may therefore entail a war crime.

In contrast, it would have been allowed to take control of the hospital and arrest all the wounded fighters kept there

- The failure to provide medical care to those captured violates IHL. Common Article 3 Geneva Conventions that applies to non-international armed conflict requires parties to the conflict to collect and medically care for all wounded and sick, including enemy combatants
- Along with the violations of IHL, the army would have also violated the human rights to life and health of the wounded fighters. Human rights pertain not only to civilians but also to soldiers and other combatants

UNMO should report the information received to their chain of command and the human rights component. The mission would also inform the International Committee of the Red Cross (ICRC), which regularly conducts visit to interned non-state fighters. The UNMO should also advocate on the spot with the commander of the internment facility where the captured rebels are kept, urging them to comply with IHL and providing urgent medical care to the captured fighters.



UN Photo shows a wounded SPLA soldier in South Sudan. Emphasize that international humanitarian law also protects soldiers, not only civilians.

Slide 15

Protected Persons under IHL



- Civilians not directly participating in hostilities
- Medical and religious personnel of armed forces
- Wounded, sick and others *hors combat*
- Prisoners of war & interned armed group fighters
- Peacekeepers (unless engaged in military hostilities)



Ask participants who are the civilians in the pictures. The armed herder on the right may well be a civilian who is only armed to protect his cattle from predators. In many mission settings, armed civilians are a common sight and them carrying weapons like assault rifles does not necessarily mean that they are participants in hostilities between the parties to conflict.

Under IHL, any person who is not or is no longer directly participating in hostilities shall be considered a civilian, unless he or she is a member of armed forces or groups. In case of doubt, the individual or group of individuals shall be considered civilian and afforded the protection owed to civilians until determined otherwise. Civilians may be in the possession of arms, without necessarily being combatants. Under international humanitarian law, civilians who are in the possession of arms, for example, for the purpose of self-defence and the protection of their property but who have not been or are not currently engaged in hostilities are entitled to protection.

Members of armed forces or armed groups that are *hors de combat* ('out of battle') also enjoy protection under international humanitarian law. Notably, those who can no longer because they are wounded and sick must not be attacked but collected and medically cared for.

Prisoners of war (POWs) and interned/detained armed group fighters enjoy special protection. They must be treated humanely in all circumstances and not be subjected to any humiliating and degrading treatment. Unlike regular soldiers who become POWs, captured rebel fighters may be prosecuted for their participation in the armed conflict. However, this must be done before "a regularly constituted court, affording all the judicial

guarantees which are recognized as indispensable by civilized peoples" (see Common Art. 3 Geneva Conventions.)

Peacekeepers, regardless of whether they are military, police or civilians, are protected under international law. Directing attacks against them may amount to a war crime. An exception applies only for as long as military peacekeepers engage in hostilities.

Slide 16

Case 4 – Girl associated with armed group:

“For the young people here, it is just natural to join the rebels. When I was 14 years old, they gave me a gun and told me to shoot a deserter.”



Violations to consider:

- Grave violation of children's rights: recruitment
- Optional Protocol on Children & Armed Conflict
- War crime of enlisting children under 15 years
- War crime of murder
- Summary execution
- Human rights to life, integrity and education.

Here is another learning activity. Take some time to read over the slide and we will discuss.



Working in syndicate groups, have participants review the slide and then discuss. Then have syndicate groups report back brief the plenary. Here are a few areas to assist facilitating the discussions. Key areas / violations to consider:

- Grave violation of children's rights: recruitment
- Optional Protocol on Children & Armed Conflict
- War crime of enlisting children under 15 years
- War crime of murder
- Summary execution
- Human rights to life, integrity and education

Here are more detailed facilitation notes to add to the discussion:

- The Convention on the Rights of Children and Optional Protocol on Children and Armed Conflict says that no armed group or state forces may recruit or use children under 18 years. Enlisting children 15 years amounts to a war crime. It does not matter if girl joined “voluntarily”; children are legally unable to provide free and informed consent to join an armed group
- The United Nations considers child recruitment to be one of six grave violations of children's rights in armed conflict (see next slide), not least since it places the affected children's rights to life, physical and mental integrity and education at serious risk

- *Summarily executing a deserter amounts to an IHL violation and war crime of murder. However, considering that the girl was used as a child soldier without her valid consent, she should not be prosecuted herself. Instead, children who were associated with armed groups must be provided with special reinsertion programmes that provide them with the education and comprehensive care necessary to reintegrate into civilian life*


UNMO should report to their chain of command and the mission's child protection advisers. To the extent that relevant contacts exist, they should remind the rebel commanders concerned that children must not be recruited, and individuals involved may incur responsibility for war crimes.



UN Photo shows a young girl who was recruited into a rebel force and is seeking reinsertion support from the United Nations. It is important not to assume that only boys are recruited by armed actors. Support must also be extended to girls who were associated with armed groups. Girls may have been fighters. In many contexts, girls may also have been associated with armed groups as porters or cooks or they were subjected to forced marriage and sexual enslavement.


Slide 17

Six Grave Violations against Children in Armed Conflict (UNSC Resolution 1612)



1. Killing or Maiming
2. Recruitment or use
3. Abduction of children
4. Sexual violence
5. Attacks on schools & hospitals
6. Denial of humanitarian access

Child:
Anyone under
18 years!



No matter what local laws and traditions may indicate, the United Nations Convention on the Rights of the Child considers children to be all girls and boys under the age of 18. The only exception is if local laws stipulate an age higher than 18, in which case the higher age becomes the guideline for UN peacekeepers.

Security Council Resolution 1612 (2005) recognizes six grave violations against children during armed conflict. The violations were selected due to their obvious contravention of international law and severe consequences on the lives of children, and their ability to be monitored and quantified. The six grave violations are:

- Killing and maiming of children: Any action resulting in death or serious injury of children, including shelling, crossfire, cluster munitions, landmines
- Recruitment and use of child soldiers: Any person below 18 years who has been recruited by armed forces or armed groups as fighters, cooks, porters, spies, for sexual purposes
- Abduction of children: The unlawful removal, seizure, capture, apprehension, taking or enforced disappearance of a child either temporarily or permanently for the purpose of any form of exploitation of the child.
- Rape and other forms of sexual violence against children: Any violent act of a sexual nature to a child, including forced pregnancy and enforced abortion
- Attacks against schools and hospitals: Physical attacks or threat of attacks on buildings, including targeted or indiscriminate attacks

- Denial of humanitarian access to children: Blocking free passage or timely delivery of humanitarian assistance to persons in need (including children)

The Secretary-General reports every year to the Security Council on state forces and armed groups who engage in grave violations against children during armed conflict. State forces that commit grave violations and take no measures to improve the protection of children are excluded from contributing to U.N. peace missions.




The photos show a 9-year girl who was deliberately maimed by an armed group during armed conflict in Sierra Leone and a 17-year old boy. Both are considered children.

Slide 18

Case 5 – School teacher:

“Armed fighters occupied our school. They took some of the girls with them. We could not stop them or they would kill us.”



Violations to consider:

- Grave child rights violation: Attack against schools
- Conflict-related sexual violence: Rape & sexual enslavement
- Freedom from torture
- Human right to life
- Non-discrimination based on gender
- Protection of schools as civilian object
- Human right to education

Here is another learning activity. Take some time to read over the slide and we will discuss.



Working in syndicate groups, have participants review the slide and then discuss. Then have syndicate groups report back brief the plenary. Here are a few areas to assist facilitating the discussions. Key areas / violations to consider:


- Violations to consider:
- Grave child rights violation: Attack against schools
- Conflict-related sexual violence: Rape & sexual enslavement
- Freedom from torture
- Human right to life
- Non-discrimination based on gender
- Protection of schools as civilian object
- Human right to education

Here are more detailed facilitation notes to add to the discussion:

- Special care must be taken in military operations to avoid damage to civilian buildings dedicated to religion, art, science, education or charitable purposes and historic monuments. Armed actors occupying a school are placing the building at risk because it may become a military target. For this reason, UN policy prohibits UN forces from occupying school buildings under any circumstances

- *In many cultural contexts, people describe sexual contact only in very indirect terms. Given the overall circumstances, the teacher's reference to armed group "taking girls them" suggests these are abduction for purposes of rape and/or sexual enslavement. This amounts to a war crime, grave violation against children, an IHL and a human rights violation. It also constitutes a case of conflict-related sexual violence, which UN missions must work to prevent as a matter of priority*
- *Under human rights law, rape by state forces or armed groups controlling territory may amount to rape, which is a serious form of gender-discrimination. These abductions will have a drastic impact on the human rights to education in the area as parents will keep their children out of school to protect them*

UNMO must report these cases to their chain of command and also the mission's human rights component, women protection advisers and protection of civilian's coordinators. If victims of sexual violence can be identified they must be urgently referred for humanitarian agencies or state authorities that can provide medical, psychosocial and other necessary attention. Confidentiality must be strictly ensured in order not to stigmatize victims in their community. It also needs to be considered whether the teacher who provided the information needs protection from reprisals by the armed group involved. The mission needs to consider what steps it can take under its CPOC mandate to end the occupation of the school and abductions of girls.

 ***The UN Photo shows victims of child rape protected at a safe house in Liberia. Reemphasize that UNMO must know referral systems for victims so can receive support.***

Slide 19

Conflict Related Sexual Violence

*Incidents or patterns of sexual violence **in conflict or post-conflict** situations which include: rape, sexual slavery, forced prostitution, forced pregnancy, enforced sterilization, trafficking or any other form of sexual violence of comparable gravity against **women, men, girls or boys***



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Commencing with Security Council Resolution 1325 (2000), the Security Council has advanced a women, peace and security agenda to increase the effective participation of women in peacemaking and conflict prevention efforts. Under the broader umbrella of this agenda, it has also made the prevention and response to CRSV a priority for peace missions and the United Nations in general.

CRSV refers to incidents or patterns of sexual violence in conflict or post-conflict situations which include rape, sexual slavery, forced prostitution, forced pregnancy, enforced sterilization, or any other form of sexual violence of comparable gravity, against women, men, girls or boys. Such incidents or patterns occur in and are linked to conflict or post-conflict settings or other situations of concern. It can have a direct or indirect nexus with an armed conflict or political strife. The link with conflict may be evident in the profile and motivations of the perpetrator(s); the profile of the victim(s); the climate of impunity/weakened State capacity; the cross-border dimensions; and/or, the fact that it violates the terms of a ceasefire agreement.

Although women and girls continue to be those primarily affected by CRSV, not least due to patterns of gender discrimination and inequality predating the conflict, boys and men are also victims of CRSV.


👉 Men and women can be CRSV victims. UN Photos shows a female rape victim being comforted by UNPOL and a man who was raped while detained as a political prisoner.

Slide 20

International Refugee Law



- **1951 Refugee Convention:**
 - Fear of **persecution** due to race, religion, political opinion etc.
 - International protected status
 - Protected under UNHCR mandate
 - Refugee rights
- **1969 African Refugee Convention**
Refugees also persons fleeing **armed conflict**
- **1984 Cartagena Declaration on Refugees**
Refugees also persons fleeing internal conflicts & generalized violence



When governments are unwilling or unable to protect their citizens, individuals may suffer such serious violations of their rights that they are forced to flee their country and seek safety in another country. Since, by definition, the governments of their home countries no longer protect the basic rights of refugees, the international community has to step in to ensure that their basic rights are respected.

The 1951 Convention Relating to the Status of Refugees is the foundation of international refugee law. The term “refugee” under the Refugee Convention refers to persons who have to flee their country due to a “well-founded fear of being persecuted for reasons of race, religion, nationality, membership of a particular social group or political opinion. “Individuals suspected of crimes against humanity are excluded from refugee status.

Fleeing a country where an armed conflict is taking place qualifies a person only as a refugee if specific requirements are met (notably evidence of individual “well-founded fear of being persecuted”). However, regional instruments have expanded the scope of the refugee definition. Under the 1969 African Refugee Convention, refugees are also those who have to flee “events seriously disturbing public order” such as armed conflict.

For Latin America, the Cartagena Declaration on Refugees expands the concept to also include persons who flee internal conflicts and generalized violence in their country.

Refugees are generally civilians and the mission must hence protect them under its CPOC mandate. In addition, peacekeeping operations are often tasked with the creation of

conditions conducive to the voluntary, safe, dignified and sustainable return or local integration of refugees and internally displaced persons.

 ***Refugees exist around the world. UN Photo shows refugees in the Balkans.***

Slide 21

Case 6 – Refugee woman:

“They are forcing us to go home. But our government will harshly punish us as soon as we cross the border. Our political police often rapes women who are deported.”



Violations to consider:

- Freedom from torture (in the form of rape)
- Prohibition of *non-refoulement* under 1951 Refugee Convention and Convention against Torture
- Deportation as a war crime or crime against humanity.

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UNMO must urgently report this information to their chain of command. The human rights component and the humanitarian country team; UNHCR must be informed, so that they can advocate with the government to stop what amounts to a violation of refugee law and potentially an international crime. Here is another learning activity. Take some time to read over the slide and we will discuss.



Working in syndicate groups, have participants review the slide and then discuss. Then have syndicate groups report back brief the plenary. Here are a few areas to assist facilitating the discussions. Key areas / violations to consider:

- *Freedom from torture (in the form of rape)*
- *Prohibition of non-refoulement under*
- *1951 Refugee Convention and Convention against Torture*
- *Deportation as a war crime or crime against humanity*

The following are the violations in more detail to help assist the instructor in the facilitation of the discussions and should be considered:

- *The refugee is at real risk of rape and other arbitrary punishment if deported to their country of nationality. Rape by state agents regularly amounts to a form of torture.*
- *The country which plans to deport them is violating the fundamental principle of non-refoulement. Under the 1951 Refugee Convention, countries may not expel*

or return (refouler) a refugee in any manner whatsoever to the frontiers of territories where his life or freedom would be threatened on account of his race, religion, nationality, membership of a particular social group or political opinion. Similarly, the Convention against Torture prohibits states from expelling, returning or extraditing a person to another State where there are substantial grounds for believing that he would be in danger of being subjected to torture (e.g. rape by state agents, as in this case)

- *Forced displacement of the persons concerned, by expulsion from the country without grounds permitted under international law, may amount to the war crime of deportation (if committed in armed conflict) and/or a crime against humanity (if systematic or widespread)*

Slide 22




Rights of Refugees

- Prohibition of expulsion or return if real risk (“*Refoulement*”)
- Prohibition of discrimination for race, religion or country
- Freedom to practice religion
- Right to acquire property
- Access to courts
- Public education
- Freedom of Movement



Refugees enjoy a special status and related rights under international law. Since they have lost the protection of their home country, which has persecuted them, they are under the protection of the United Nations High Commissioner for Human Rights. Rights of refugees include, for instance:

- The right not to be subjected to *refoulement* (see previous slide)
- No discrimination due to race, gender, religion, social / origin
- Freedom of religion
- Right to acquire property
- Access to courts
- Public education
- Minimum treatment and assistance
- Freedom of Movement

 **The illustration shows the emblem of the United Nations High Commissioner for Refugees (UNHCR). Not to be mistaken with the Office of the United Nations High Commissioner for Human Rights (OHCHR).**

Slide 23

Internally Displaced Persons (IDPs)

- **Forced to flee** (e.g. due to war or natural disaster)
- Have **not crossed an international border**.
- No special international status. Home state must protect.
- Keep human rights & rights as citizens (e.g. right to vote).
- Protection reinforced by:
 - UN Guiding Principles on Internal Displacement
 - AU Convention on Internal Displacement in Africa

Internally displaced persons (IDPs) may have been displaced due to armed conflict, generalized violence, violations of human rights, natural or human-made disasters. Unlike refugees, they have not crossed an international border, but remain in their own country.

The protection of IDPs and other affected populations within their own country is primarily the responsibility of national authorities. Unlike refugees, IDPs do not enjoy a special legal status under international law. However, the international community has a role to play in promoting and reinforcing efforts to ensure protection, assistance and solutions for IDPs. UNHCR generally considers them to be of concern to its mandate and the mission will often make special efforts to protect IDP sites under its PoC mandate.

IDPs keep their human rights and their rights as citizens of the country. For instance, IDPs maintain their citizen's right to vote in elections. Therefore, the state has to make arrangement that they can vote at the site of their displacement.

In 1998, the UN Representative of the Secretary-General on IDPs issued the Guiding Principles on Internal Displacement. The principles, which have been repeatedly endorsed by the international community of states, summarize binding legal obligations that can be found in international humanitarian and human rights law.

The African Union has adopted the Kampala Convention on Internal Displacement in Africa, which further reinforces the protection of IDPs.

Slide 24

Lesson Take Away

- UNMOs should have a general understanding of the UN Charter, human rights, IHL and refugee law because it informs their work.
- In particular, UNMOs must be able recognize, record and report violations, while ensuring due confidentiality for victims and witnesses.

Questions?

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Summary

Key takeaways for this lesson include the following. Let us review these topics:

- IHRL, IHL and refugee law are key parts of the legal framework governing UN peace operations. They inform important aspects of UNMOs work
- Human rights are a core pillar of the UN, the UN Charter commits to promoting universal respect for human rights. Peacekeepers must recognize and respond to human rights violations and abuses by others, and must respect international law in their own activities
- IHL applies to armed conflict, setting limits on the means and methods of combat. It protects the civilian population and people who are not or no longer part of the conflict, e.g. the wounded or peacekeepers
- The rights of refugees and IDPs are reinforced by international documents

Additional Learning Activity

2.1

Slide 25

Optional Learning Activity: Group Discussion

An armed group has often attacked refugees looting their property and sometimes abducting young women and girls.

The armed group lives in a village along with civilians of the same ethnic background. The members generally do not wear uniforms.

The state security forces are planning to launch operations to neutralize the group.

How should the operations be conducted to comply with international law?



This optional learning activity aims to reinforce lessons learned. Participants should discuss the scenario first in smaller groups before a debriefing in plenary.

These elements should be identified in the discussion:

- *The armed group commits serious IHL violations and human rights abuses. These may entail international crimes including the war crime of looting and, for the abductions, enforced disappearance of persons, rape and sexual enslavement*
- *The armed group violates the principle of precaution, because it set up positions close to civilians and fails to distinguish themselves through uniforms. However, these violations do not absolve the state forces from respecting IHL itself*
- *The situation is of special concern to the mission under its mandates on human rights, protection of civilians, child protection & conflict-related sexual violence*

- The state authorities have duties under human rights and IHL to protect the population in its territory – including refugees – from such violations. Pursuing an operation to neutralize the group, seeks to implement this duty

The operation must be conducted in compliance with IHL and human rights so that it does not place other civilians at risk, in particular:

- *Principle of precaution to minimize harm for the civilian villagers. In practice, state forces should gather intelligence to know where exactly armed group fighters live and where civilians*
- *Principle of distinction of civilians and military targets. In practice, armed force could surround the village, demand a surrender of the group and, failing that, give civilians a chance to evacuate before launching their operations. Those exiting the area would have to be promptly screened to ensure no armed group fighters can escape*
- *Principle of proportionality to ensure that civilian losses do not outweigh military advantage gained. Security forces should not use explosive weapons with a large and imprecise impact radius in their operations (e.g. large mortars or heavy artillery) given that they may incidentally kill a disproportional number of civilians*

 **UN Photo shows armed group fighters, never mind that most wear civilian clothes.**

Lesson

2.2



United Nations Peace Operations-Specific Legal Framework

The Lesson



Starting the Lesson

Starting the Lesson

Overview

Apart from general international law, peacekeeping missions and their activities are also governed by a peacekeeping specific legal framework that includes:

- Security council resolutions and mission mandates contained therein
- Status of Forces or Status of Mission Agreements between UN and host state
- Agreements between UN and troop or police contributing countries,
- Secretary-General and UN Department of Peace Operations (DPO) policies
- Rules of Engagement and Directives on the Use of Force
- Mission-specific SOPs and directives

This legal framework shapes all UN peace operations and their activities, including the work of UNMOs.

Peacekeepers are expected to carefully read and understand the mandates, agreements policies and directives relevant to their work. Compliance is mandatory for all peacekeepers, irrespective of whether they are military, police or civilians.

Peacekeepers must know about essential privileges and immunities that protect them in their work, while also being aware of the legal framework to ensure their accountability, good conduct and discipline.

UN Peace Operation-Specific Legal Framework

Slide 1



Module 2.2

Applicable Legal Framework for Peacekeeping:
Peacekeeping mission-specific legal framework

Let us now look at the mission specific legal framework.

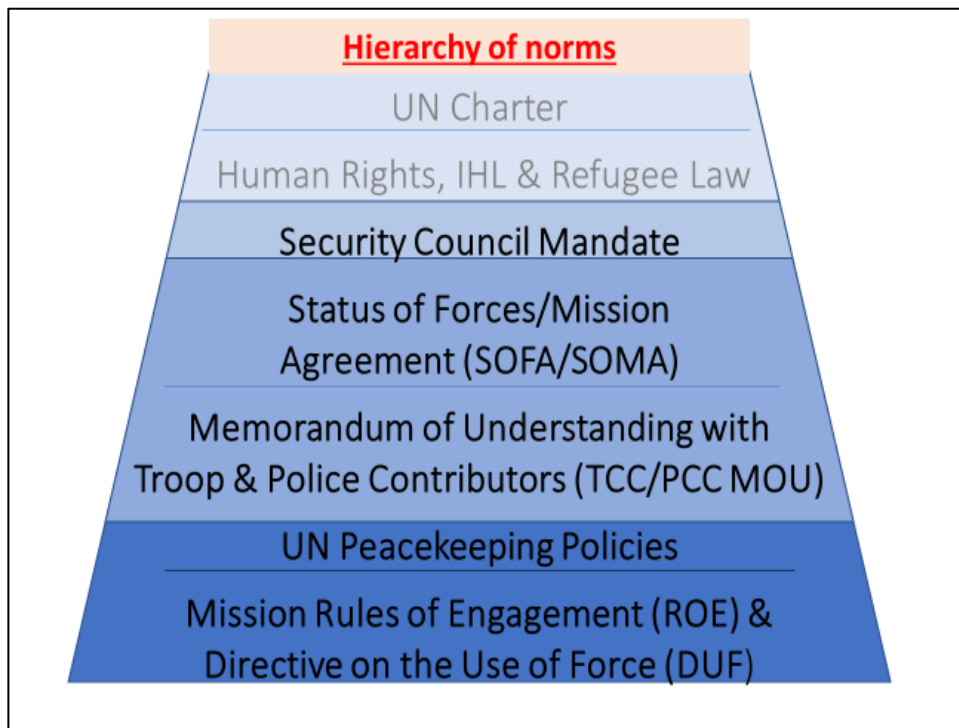
Slide 2

Learning Objectives

- Confidently apply the peacekeeping specific legal framework, including rules of key UN policies
- Empowered to insist on essential privileges and immunities that peacekeepers enjoy so as to protect their work, while also being aware of the legal framework to ensure their accountability, good conduct and discipline

Here are the learning objectives for this lesson 2-2.

Slide 3



Building on the discussion of the UN Charter, international humanitarian, human rights and refugee law in module 2.1, this module 2.2 focuses on the peacekeeping specific legal framework, including relevant aspects of the following:

- Security Council Mandate
- Status of Forces/Mission Agreement (SOFA/SOMA)
- Agreement or Memorandum of Understanding of the United Nations with Troop & Police Contributors (TCC/PCC MOU)
- UN Peacekeeping Policies
- Mission Rules of Engagement (ROE) & Directive on the Use of Force (DUF)

Slide 4

Security Council Mandate

- Highest legal basis for the deployment of any mission
- Outlines the tasks and responsibilities that the Council expects the mission to accomplish



Every peacekeeping operation begins with the Security Council adopting a resolution that establishes the mission. The Council seeks to establish a mission with the consent of the Host State. Depending on the mission's mandate and role, it will want the consent of the parties to the conflict.

The Security Council resolution sets out the mandate of the mission, i.e. the tasks assigned to it, including any explicit authorisation to use force. Mandates, or tasks, differ from mission to mission. The range of mandated tasks differs between peace operations based on the conflict environment, challenges on the ground and other factors. Security Council mandates may also set cross-cutting thematic tasks for all missions, e.g. the prevention of conflict-related sexual violence.

Resolutions that authorizes the deployment of a peace operation also establishes the maximum strength of the uniformed components (military and police). The Security Council mandate is typically established for a fixed period (usually one year) after which the Council may renew it. At this stage, the Council will review the authorized strength of and make adjustment as deemed necessary.

Almost always, before establishing a peacekeeping operation, the Security Council requests the Secretary-General to prepare a report setting out the functions, tasks and parameters of the proposed operation. The Secretary-General's report is then considered by the Security Council before it adopts a resolution.

 **The UN Photo shows a session of the UN Security Council, which sits in New York.**

Slide 5


Typical mandates requiring UNMOs

- Observe and verify violations of ceasefires, armistices, withdrawal agreements etc.
- Monitor security and humanitarian situation
- Observe in areas contaminated by mines & UXOs
- Assist & monitor disarmament, demobilization and reintegration processes



UNMOs work in a variety of missions, ranging from small military observer missions to multidimensional peacekeeping missions that require military expertise such as:

- Observing and verifying violations of ceasefires, armistices, separation of forces and withdrawal agreements etc.
- Monitoring the security and humanitarian situation in the area of operation
- Observe areas contaminated by mines & UXOs
- Assist with and monitor disarmament, demobilization and reintegration processes

 **UN Photos show a ski patrol and an observer post of the United Nations Disengagement Observer Force (UNDOF), established by the Security Council in 1974 to maintain the ceasefire between Israel and Syria and supervise the disengagement of forces.**

Slide 6



Multidimensional peacekeeping missions are regularly assigned protection mandates. Specialized civilian staff work on these mandates including human rights officers, protection of civilian's advisers, child protection advisers and women protection advisers. However, these mandates remain whole of mission responsibilities to which the military components and its UNMOs must contribute. Notably, UNMOs must identify record and share information on violations with their civilian colleagues in the mission.

Protection mandates may overlap, as they complement and reinforce each other:

- The human rights mandate seeks to protect the entire population and the full range of human rights. The mission will use peaceful means such as reporting and other advocacy or capacity-building measures to advance this mandate
- The protection of civilian's mandate is narrower in that it is only concerned about physical violence and protects civilians only (as opposed to e.g. detained fighters). However, it goes deeper than the human rights mandate because it authorizes the mission to use force where necessary to protect civilians
- Child protection is focused on the six grave violations against children in conflict (see module 2.1)
- Conflict-related sexual violence requires a nexus between the sexual violence and the conflict (e.g. domestic violence would typically not be covered)



Provide examples on how protection mandates overlap or differ, e.g.:

- *If state authorities order the closure of a newspaper for criticizing the government, this violates the human rights to freedoms of expression, media and information. However, in the absence of physical violence, the CPOC mandate is not triggered. However, if rogue state agents proceed to physically assault the journalists, the mission may intervene under its CPOC mandate, including by using force where necessary*
- *If an armed group traffics underage girls for purposes of sexual exploitation, this amounts to an abuse under the human rights mandate. The mission must exercise its CPOC mandate to protect the girls. Such sexual violence against children is of concern to both the children protection and CRSV mandate*

Slide 7

Agreement with Host State (SOMA/SOFA)

- Legal agreement signed by UN and the host state
- Regulates privileges & immunities of mission and its personnel
- May be supplemented by special agreements
(e.g. on handover of persons detained by mission)



Before the deployment of a peace operation, the UN and the host Government sign a Status of Forces Agreement (SOFA) (for peacekeeping missions) or Status of Mission Agreement (SOMA) (for special political missions). These establish the legal framework that regulates the status of the mission and its members in the Host State, including privileges and immunities for UN personnel (see above).

Notwithstanding their privileges and immunities, the peacekeeping operation and its members remain under an obligation to respect local laws and regulations. Peacekeepers respect and follow the national laws of the host country. Failure to abide by host state laws will have consequences to the individual, the T/PCC and the mission's standing.

SOFA/SOMAs usually guarantee that:

- UN premises in the host country are inviolable and subject to the exclusive control and authority of the UN, which controls access to all its premises.
- UN equipment and vehicles are immune from search and seizure.
- The UN has the right to un-restricted communication throughout the host country.
- The UN may disseminate information on its mandate to the public which is under its exclusive control and cannot be the subject of any form of censorship.
- Mission personnel have functional immunity for official acts (see below)
- Mission personnel enjoy freedom of movement in the country (see below).

The mission may conclude additional agreements with the host country. Example: In accordance with the SOP on Detention by Peacekeepers, a mission that detains persons under its mandate and wants to hand them over to the host state, must first conclude a legal agreement guaranteeing that the host state treats such persons humanely and provides the mission with access to follow up their situation.

 ***The UN Photos show the signing ceremonies of the UNAMI SOMA and the UNMIS SOFA.***

Slide 8

Important Privileges & Immunities under SOMA/SOFA

- Functional immunity from arrest, detention, seizure
- Immunity from legal process for official actions & words
- Inviolability of papers and documents
- Correspondence by code, courier & sealed bags
- Wear military uniform & fly UN flag
- Unhindered entry & departure (international staff)
- Freedom of movement within the mission area

**For United Nations interest; not personal benefit.
Can be waived by United Nations without prejudice**

Slide 9

Case study discussion: Roadblock

Unarmed UNMOs, accompanied by an armed UN force protection platoon, are conducting a long range patrol to implement the mission's mandate to verify reports of ceasefire violations.

An armed group has set up a roadblock and refuses to let the peacekeepers pass. The fighters at the roadblock argue that the peacekeepers have not sought prior authorization to access the area under its control.



What are the peacekeepers **legally** allowed to do under their mandate?

May they **force their way through** the roadblock?

When may they use **force against the armed group**?



Ask participants to discuss this case study in groups before debriefing in plenary.

The following issues should emerge from the discussion:

- The armed group impedes the UNMOs freedom of movement throughout the country, which is guaranteed under the SOFA/SOMA. Missions do not have to seek prior authorization before moving around the country as this would undermine their capacity to effectively conduct observation tasks in the mission area. In the case at hand, the UNMOs will be unable to verify whether the ceasefire has been violated or it
- In principle, the host government has a duty under the SOFA/SOMA to ensure the mission's safety, security and freedom of movement in the country. The mission might therefore insist that it takes measures to dislodge the armed group and remove the illegal roadblock
- However, the host government may be unable or unwilling to remove the roadblock. Under its authority to use force in defence of its mandate, the mission is legally entitled to use all necessary means to force their way through the checkpoint. In case the armed group fighters use force against mission personnel, the Force Protection platoon can rely on its authority to use force in self-defence to protect themselves and the unarmed UNMOs

- While the foregoing indicates what the mission is legally entitled to do under its mandate, there are strategic and political implications of pursuing a course of action involving the use of force against one of the conflict parties. The mission's rules of engagement should therefore provide clear guidance on how mission personnel should react where their freedom of movement is denied. In cases of doubt, further guidance should be sought from the chain of command if reasonably possible under the circumstances

Slide 10

Freedom of Movement

- Mission personnel enjoy freedom of movement through territory of host-state
- No prior authorization or notification for travel (exception e.g. for air traffic control purposes)
- Government must ensure safety, security and freedom of movement (e.g. clear illegal roadblocks)
- Mission may forcibly assert freedom of movement under defence of mandate authority

SOFA/SOMAs provide that peacekeeping operations shall enjoy freedom of movement throughout the territory of host-state. Such freedom is essential for implementing mission mandates, for instance regarding UNMO monitoring tasks or the prompt, free and unimpeded delivery of humanitarian assistance.

While the language slightly varies between SOFAs/SOMAs, the UN will not accept requirements of prior authorization or notification for its own movements. However, there may be reasonable exceptions, e.g., for movement by aircraft for air traffic control purposes.

In many situations, armed groups pose the greatest threats to the mission's freedom of movement. The SOFA/SOMA legally requires the host state authorities to ensure safety, security and freedom of movement, notably by clearing illegal roadblocks and checkpoints.

The mission may also assert freedom of movement under its authority to use force in defence of the mandate. This legal authority exists regardless of whether armed groups or rogue government officials deny freedom of movement.

Slide 11

UNMOs' Functional Immunity

- As experts on mission for the United Nations, UNMOs enjoy functional immunity for official acts as per:
 - Status of Forces Agreement/Status of Mission Agreement
 - 1946 Convention on the Privileges & Immunity of the United Nations
- Immunity can be waived by the Secretary-General (notably for prosecution by the contributing country)
- Disciplinary action may be taken by their home state
- Sending state has legal commitment to UN to ensure discipline and accountability

Immunity never means impunity for U.N. peacekeepers

UNMOs are considered United Nations experts on mission. They are protected as such by the SOFA/SOMA and the 1946 Convention on the Privileges and Immunity of the United Nations. UNMOs enjoy functional immunity from the legal process for any words spoken or written or actions taken in their official capacity. Example: Exercising their disarmament verification mandate, UNMOs discover a weapons cache that the host state tried to hide. Due to the UNMOs functional immunity, the host government is prohibited from arresting and prosecuting the UNMOs e.g. under charges of espionage.

Functional immunity serves to protect the work of the United Nations from interference and reprisals. It does not guarantee impunity for individual criminal wrongdoing. In particular, the immunity of UN personnel can be waived by the Secretary-General in the interest of justice and the United Nations. Example: UNMOs severely mistreat a civilian until he reveals information about a hidden arms cache. By waiving their functional immunity, the Secretary-General allows their home state to prosecute them.

UNMOs are under United Nations chain of command. If they fail to abide by conduct and discipline standards, their home country may subject them to disciplinary action.

The United Nations and troop- and police-contributing countries (T/PCCs) conclude legal agreement regulating the conditions of the contribution (T/PCC-MOU). Under these agreements, the contributing countries pledges to uphold discipline in case of misconduct and ensure accountability for any criminal conduct. Where a contributing country fails to abide by this commitment, the UN may repatriate relevant contingents. The Security Council has made such repatriation mandatory in cases sexual exploitation and abuse (SEA): SC Resolution 2272 (2016) requires the United Nations to replace all

units of a T/PCC with units from another country in case the T/PCC personnel face SEA allegations and the T/PCC in question has not taken appropriate steps to

- Investigate the allegation
- Hold the perpetrators accountable or
- Inform the Secretary-General about the progress of its action taken

Contributing countries therefore have a strong incentive to ensure accountability so that individual wrongdoing will not undermine their contribution to peacekeeping.

Slide 12

Authority to Use of Force

- Self-defence
- Protection of civilians
- Defence of mandate, including freedom of movement

Details depend on mandate, CONOPS & ROE

ROE/DUF set out when the mission has authority to use force. This authority includes the use of force in self-defence. The use of force beyond self-defence depends on the mandate. Multidimensional missions may be authorized to use force in defence of the mandate, including asserting their freedom of movement. Furthermore, they regularly are mandated to use all necessary means to protect civilians against physical violence. In some cases, the mandate may further expand the authority to use force. For instance, MONUSCO has the mandate and authority to use force to neutralize armed groups in support of the host state.

ROE/DUF also establish limits on the use of force. Police components must always use force within the limits of international law enforcement and human rights standards. Similarly, ROE for the military component usually restrain the use of force. However, the military may engage in combat-level military force where necessary to effectively implement mandates involving use of force authority. In such situations, military peacekeepers are bound primarily by the rules of IHL on the conduct of hostilities.

The Mission has a responsibility to make full use of authority to use force to the extent appropriate and necessary to effectively implement their mandate. UN military or police personnel that refuses to comply with a lawful order to use force may be held accountable for insubordination. At the same, UN uniformed components may be held accountable if they use excessive force beyond what international human rights or humanitarian law permit. Findings of excessive force have rarely, if ever been made against military peacekeepers. (See next slide for more)

Slide 13

Rules of Engagement

- Guidance on authority and limits to use force, and base for accountability
- Covers use of kinetic force, detention, search and seizure
- Abide by human rights at all times.
- When military exceptionally engaged in hostilities, must also comply with international humanitarian law



Guidance as to when and how the mission may use force can be found in the Rules of Engagement (ROE) that apply to the military component and the Directives on the Force (DUF) for the police component. ROE and DUF provide mission-specific guidance that builds on the mission's Security Council mandate, international human rights and humanitarian law as well as DPO policy guidelines on the use of force. ROE/DUFs not only cover force in the narrow sense of the word (i.e. kinetic force) but also forcible measures such as detention or searches and seizures of materials.

ROE commonly include:

- Use of force (Rule 1)
- Use of weapons systems (Rule 2)
- Authority to carry weapons (Rule 3)
- Authority to detain, search, disarm (Rule 4)
- Reactions to civil actions or unrest (Rule 5)

The ROE and DUF are approved by the Under Secretary-General for Peacekeeping. The Force Commander and Police Commissioner are responsible to make sure that all personnel under their command understand and follow the ROE and DUF.

T/PCCs are not permitted to modify ROE or DUF according to national interpretation(s), nor are T/PCCs allowed to impose any caveats on the authorizations to use force that are contained in the ROE or DUF, without formal consultation with UNHQ and the express written agreement of DPO. T/PCCs must prepare and train personnel on ROE/DUFs.

Side 14

Guidelines on the Use of Force by Military Components in UN Peacekeeping Missions	
<u>Restrained force paradigm (default)</u> <ul style="list-style-type: none"> • Force as a last resort • Proactive de-escalation • Graduation of means • Lethal force to protect life <div> Rationale: <ul style="list-style-type: none"> ✓ Avoids escalation of violence ✓ Avoids participation in conflict ✓ Minimize harm to civilians </div>	<u>Military engagement paradigm</u> <ul style="list-style-type: none"> • Distinction of civilians • Precaution to minimize risk for civilians • Proportionality of incidental civilian harm <div> Use to the extent necessary for: <ul style="list-style-type: none"> ✓ self-defence, ✓ defence of mandate ✓ protection of civilians </div>

In principle, the military component may apply combat-level force whenever it has authority to use force and such combat-level force becomes necessary. Examples:

- The military component uses mortars and grenade launchers to defend itself against a large-scale sustained attack by an armed group
- The military component deploys helicopter gunships to protect civilians living in a city, which is being attacked by an armed group
- To defend its mandate and assert freedom of movement, UN forces launch a military assault to dismantle an armed group's illegal roadblocks

The Secretary-General's Bulletin on the Observance by United Nations Forces of International Humanitarian Law recognizes UN military remain bound by IHL rules and principles forces if they actively engage as combatants in armed conflict, they. As discussed in module 2.1, these principles include:

- Distinction between civilians and military targets
- Precaution to minimize the risk of military operations for civilians
- Proportionality between the anticipated military gain and the incidental harm to civilians or civilian objects

As a matter of policy, United Nations Forces must further limit their use of force (restrained force as the default). This is done to prevent an escalation of violence, minimize harm to civilians the UN wants to protect, and avoid UN troops becoming combatants so that they lose their protected status under IHL. According to the Guidelines on the Use of Force

by Military Components in UN Peacekeeping Missions, the military component should, wherever possible:

- Resolve a potentially hostile confrontation by means other than the use of force (e.g. negotiation or de-escalation strategies using communication)
- Use a graduation of force beginning with physical authoritative presence, progressing to non-deadly force and the use of deadly force to protect life

Please note that UN Police (e.g. Formed Police Units) will only use a restrained level of force and must never be used for operations requiring military force.

Slide 15

UN Policy Framework: Secretary-General Policies & Bulletins

- Special measures for protection from sexual exploitation and abuse
- Observance by United Nations Forces of International Humanitarian Law
- Human Rights Screening Policy
- Human Rights Due Diligence Policy on UN Support to non-UN Security Forces

Compliance with U.N. policy is mandatory for all peacekeepers

The Secretary-General has promulgated policies and regulations that bind the entire organisation, including all peace operations. Compliance with these policies is mandatory for all peacekeepers. Examples include:

- In accordance with the SG Bulletin on Sexual Exploitation and Abuse, UN personnel are prohibited from having any sexual activity with children under 18 years or any exchange of money, employment, goods or services for sex;
- Under its Human Rights Screening Policy, the United Nations will not select or deploy for service any individual who has been involved in violations of international human rights or humanitarian law;
- As discussed above, military peacekeepers must abide by IHL as long as they are engaged as combatants in armed conflict;
- For the Human Rights Due Diligence Policy see the following slides

Slide 16

UN Policy Framework: DPO-DOS Policies and Guidelines

- Military Observers in United Nations Peacekeeping Missions
- Accountability for Conduct and Discipline in Field Missions
- Detention by United Nations Peacekeepers
- Human Rights in UN Peace Operations and Political Missions
- Protection of Civilians in UN Peace Operations

Compliance with U.N. policy is mandatory for all peacekeepers

The United Nations Department of Peace Operations has adopted several policies and guidelines that regulate in a legally binding manner the functioning of peace operations and define the roles and responsibilities of personnel. Policies set out, for instance, what peacekeeping operations and individual personnel must do to protect human rights and civilians. Other policies establish detailed rules governing sensitive areas such as detention, the use of force, or accountability for conduct and discipline.

Familiarity and compliance with these U.N. policies is mandatory for all peacekeepers. Peacekeepers must also familiarize themselves with policies and guidance documents relevant for their work. The work of UNMOs, for instance, is regulated notably by the Guidelines on Military Observers in United Nations Peacekeeping Missions.

Slides 17

Human Rights Due Diligence Policy

on UN Support to non-UN Security Forces

United Nations support to non-UN Security Forces cannot be provided:

- *if real risk of the receiving entities committing **grave violations** of international humanitarian, human rights or refugee law, and*
- *relevant authorities fail to take the necessary **corrective or mitigating measures***

Prevents legal liability for aiding violations and protects U.N. reputation and impartiality



PHOTO MONUC

17

The Human Rights Due Diligence Policy (HRDDP) is binding for the entire United Nations (not just peacekeepers). It was established by the Secretary-General and the Security Council has repeatedly endorsed it.

According to the HRDDP, support to non-UN security forces cannot be provided

- Where there are substantial grounds for believing there is a real risk of the receiving entities committing grave violations of international humanitarian, human rights or refugee law,
- Where the relevant authorities fail to take the necessary corrective or mitigating measures"

All UN entities that plan to or are already providing support to non-UN security forces must therefore conduct a risk assessment that involves providing or not providing such support. This assessment needs to consider the risk of the recipient entity committing grave violations of international humanitarian law, human rights law or refugee law. Furthermore, the UN must consider whether there are any mitigation measures that can reduce the risk of violations (e.g. by increasing training or excluding problematic units from support)

It serves to ensure that the UN does not support or collaborate with host state elements that are involved in grave violations of human rights, IHL or refugee law. The policy serves to protect the United Nations from aiding legal liability for inadvertently aiding violations committed by others. Distancing the U.N. from state forces involved in grave violations also protects the U.N.'s reputation and perceived impartiality.

UN Photo shows MONUC providing transport to national army units in the Democratic Republic of the Congo. When the United Nations found that some national army units who received UN support were violating human rights, the Security Council made further MONUC support conditional on compliance with human rights. The HRDDP was established against the backdrop of MONUC's conditionality policy.

Slide 18



- ✓ Applies to **all types to support** to states and regional organisations (exceptions for human rights & mediation work)
- ✓ Supporting entity must initiate risk assessment & **monitor** compliance
- ✓ **Risk mitigation & engagement**, not blunt conditionality
- ✓ Suspension or withdrawal of support is **last resort**

Application of the
HRDDP

18

Any support provided by the UN to non-UN security forces must follow the HRDDP. Relevant support provided by peace operations includes conduct of joint operations, planning support, sharing of intelligence, training, capacity building, mentoring, technical cooperation, and financial support. Certain areas are exempted:

Training and engagement on IHL and human rights,
Mediation-related support (e.g. transporting officers to peace negotiations),
Medical evacuation.

The HRDDP also covers support provided to regional organisations, for instance support to African Union peace and security operations such as AMISOM.

UNMOs may often contribute to HRDDP implementation:

- UNMO information about the conduct of state security forces will help inform the initial risk assessment prepared by a military component wishing to support national forces
- UNMO information may also help in the design of mitigatory measures. For instance, UNMOs may have identified certain national units or commanders as being particularly prone to engage in violations, leading the UN to insist these units and commanders are excluded from support
- Where the military component ends up providing support, it must ensure that the conduct of the supported national forces is closely monitored and UNMOs may

once again be assigned to that task. In case such monitoring finds that grave violations persist, the mission may temporarily suspend or entirely withdraw the support provided

Slide 19

Peacekeeping Intelligence: Legal limits

- Must fully respect human rights
- No clandestine activities
- No exposure of sources to harm
- Must remain independent
- Cooperation with states subject to conditions



Slide 20

Legal limits of Peacekeeping Intelligence : Practical Examples

UNMO want to find out more about an armed group that controls part of their sector. Are the ideas below in line with the UN legal framework?

- Ask UNMO's language assistant to infiltrate the group as a recruit

Prohibited clandestine activity. Places assistant at risk of serious harm

- Pay children who already cook for the group to secretly gather information

No child recruitment for military intelligence activities.

- Ask the notorious state intelligence agency, which is known to "break its detainees", to share testimony from captured armed group fighters

May incite unlawful interrogation and make UN complicit to torture.

- In return for receiving information from state intelligence, UNMO will share information on opposition politicians hiding in the area

May make UN complicit to arbitrary arrest & torture. Contrary to HRDDP.

Slide 21

Lesson Take Away

- UNMO must understand the mission's mandate
- SOFA/SOMA protects freedom of movement, privileges and (functional) immunity of UNMOs. Functional immunity protects UN personnel, but does not give them impunity
- Rules of engagement establish limits on the use of force; often more restrained than for other military operations
- Secretary-General and DPO-DOS policies set binding rules that all peacekeeping personnel must know and abide by

Questions?

21

Summary

Key takeaways regarding the Peacekeeping Specific Legal Framework include:

- UNMO must understand the mission's mandate
- SOFA/SOMA protects freedom of movement, privileges and (functional) immunity of UNMOs. Functional immunity protects UN personnel, but does not give staff impunity for criminal conduct
- Rules of engagement establish limits on the use of force. ROE for peacekeeping missions are usually more restrained than ROE for other types of military operations in conflict zones
- The Secretary-General and DPO-DOS adopt policies, which contain binding rules that all peacekeeping personnel must know and abide by

Additional Learning Activity

2.2

Slide 22

Optional Learning Activity: Group Discussion

The Mission's mandate authorises it to take '**all necessary measures to protect civilians from physical violence**, within capabilities and without prejudice to the responsibility of the host state to protect its population'

A local community has captured **three 16-year olds** whom they accuse of being **fighters of an armed group** that is involved in crimes against humanity, including extrajudicial killings and rape.

The town's mayor fears that otherwise riots may break out and the three teenagers will be lynched. He wants the mission to **send blue helmet soldiers, detain the three persons and put them on trial**.

What is the mission legally allowed to do under its protection of civilians mandate? What is not legally entitled to do?



This optional learning activity aims to reinforce lessons learned. Participants should discuss the scenario first in smaller groups before a debriefing in plenary. Participants should discuss whether this situation and the proposed course of action are covered under the mission's protection of civilian mandate.

The following points should emerge from the discussions:

Civilians: The population of the town are civilians not participating in hostilities. If they are indeed armed fighters, the 16-year olds are not civilians (although they are children under 18 years). However, they could be wrongly accused of being armed group fighters, so that the mission should try to protect them in any case.

Threat of physical violence: The local community faces a clear threat of physical violence, involving crimes against humanity, IHL violations and human rights abuses such as extrajudicial killings and rape. Note that the threat does not have to be imminent. The captured 16-year teenagers also face a risk of violence (summary execution).

Protection without prejudice to the responsibility of the host state: The mission should assess whether the local police can manage the situation. However, it is likely that the police cannot deploy with the necessary strength and urgency, so that the mission must react.

All necessary measures: Under its CPOC mandate, the mission can use force to protect civilians. Using graduated force, it would first seek to show authoritative physical presence to contain the situation. The mission may also apprehend and temporarily detain the teenagers (including protecting them). However, the CPOC mandate does not give the mission prosecutorial or judicial powers. These remain the sovereign prerogative of the host state. Instead, the mission would seek to promptly handover the teenagers to the local justice authorities provided the latter can guarantee to treat them humanely (the revised Standard Operating Procedures on Detention by UN Peacekeepers set a time limit of 96 hours to implement a risk assessment and the subsequent handover)

Module 2



Legal Framework

Take away from Module 2 include:

- International and national humanitarian legal frameworks impact and guide peacekeeping in the field
- Bodies of international law provide special protection for those members of communities that are most vulnerable; women, children, refugees
- Peacekeepers must monitor and report violations of human rights and international humanitarian law
- Peacekeepers do not have impunity from laws and are held accountable for unlawful activities
- Peacekeepers can ask their command, Legal Officers, POC Officers for assistance
- Legal frameworks govern human rights, IHL and peacekeeping generally
- Peacekeepers must comply with IHRL and IHL themselves, and monitor/report abuses by others. Peacekeepers will be held accountable for individual actions

Module 3



UNMO Operational Framework

Module 3 at a Glance

Aim

The objective of this module is for peacekeepers to understand the key operational framework for UNMO operating in UN peacekeeping operations.

Learning Objectives

The learning objectives for Module 3 are based on being able to now understand how to apply the fundamentals of the first two modules into the operational framework for the UNMO:

- To better understand the fundamental skill sets and techniques required for UNMO to successfully operate in a UN mission
- Explain the basic operating procedures when dealing with media, and language assistance
- Be able to describe the basics of equipment / vehicle identification , mission / UNMO safety/security and UNMO reporting
- Be able to describe basic explosive ordinance threats and safety procedures

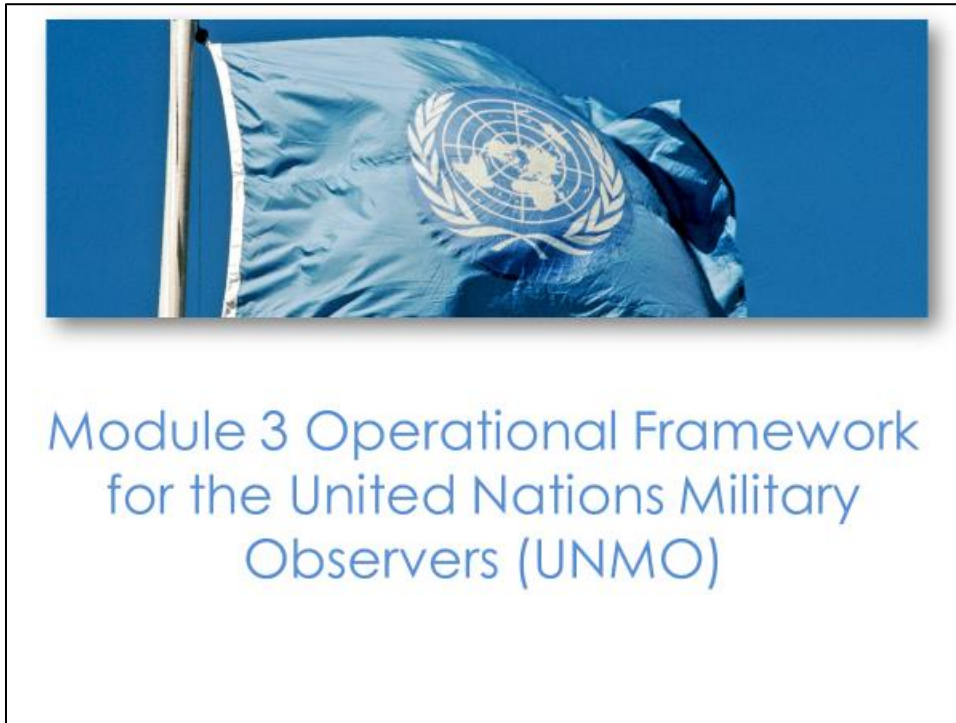
Overview

Module 3 provides an overview of the operational framework and skills related to UNMO tasks, as well as, a general understanding of how UNMO can effectively operate in a UNPKO using these general principle and techniques in the lessons.

While this module focuses on the tactical level skills for employment; the lessons in total, provides a general overview how UNMO assist the Mission leadership in the accomplishment of the mandated tasks.

Introduction

Slide 1



The Module 3 lessons will help us understand the operational framework that include lessons on the employment, techniques, and skill sets required of an UNMO.



Note to instructor –

It is recommended that Instructors read the document, “United Nations Peacekeeping Operations Principles and Guidelines” (also known as the Capstone Doctrine); United Nations Military Observers Handbook and Guidelines one UNMOs in Peacekeeping Operations 2017

Introduction

Slide 2

Module 3 Content

- 3.1 Basic UN Investigation and Verification Techniques
- 3.2 Liaison and Coordination
- 3.3 Negotiation and Mediation
- 3.4 Interviewing Techniques
- 3.5 Weapons, Vehicles, and Aircraft Recognition
- 3.6 Disarmament, Demobilization and Reintegration (DDR)
- 3.7 Mines, Explosive Remnants of War, Improvised Explosive Devices and Crater Analysis
- 3.8 Use of Language Assistants
- 3.9 Media Relations
- 3.10 UNMO Reporting Procedures

7

Module 3 contains these lessons.

Lesson 3.1



Basic UN Investigation and Verification Techniques

The Lesson



Starting the Lesson




Recommend providing copies of UN CONOPS where a UNMO have been committed. Select samples that show specific tasks assigned to UNMO in recent UN PKOs. These samples will be passed out to the students and the instructor facilitates the discussion.

Slide 3

Current UN peacekeeping missions, especially those mandated to address multidimensional challenges in a deteriorating or fragile security environment, present complicated and often dangerous working environments for UN Military Observers (UNMO).

In such environments, UNMO are required to conduct comprehensive verifications and inspections to verify information concerning armed individuals or groups in the mission area. They are also required to investigate incidents such as firing violations, construction upgrading, entries into DMZ, hostage-taking, hijacking, abductions or missing persons, assaults or murders CRSV, grave violations against children, and other human rights violations or any other matter directed by the Mission. UNMOs are frequently required to work alongside, or in conjunction with other UN components (military contingents, police and civilians) in the field when conducting investigation and verification tasks.

Slide 4




Lesson Content

- Definition of verification
- Phases of a verification / inspection
- Investigations
- Evidence
- Witnesses

Here is the lesson content. These topics will provide UNMO / peacekeepers with an understanding of the procedures and techniques involved in conducting verifications and inspections in a complex United Nations peacekeeping operational environment.

Slide 5




Learning Outcomes

- Explain the definition, aim and phases of the verification / inspection process in a UN peacekeeping operation
- Identify the types of investigative procedures


As in good training practice, let's review the learning outcomes of this lesson. At the end of this lesson you should be able to perform the actions described on the slide. Please take a moment to read and understand the requirements. This slide may help you to focus on the most relevant aspects of the lesson.

In short, this lesson will help familiarize you with the importance of verifications and inspections; how to perform them; understand the different types of investigations; and provide a form to exchange ideas and share experiences with other peacekeepers.

Slide 6




Verification Definition



“The process of establishing the truth or validity of something”

Here is the definition of verification. In short, it is the process of establishing the truth or validity of something.

Slide 7

Verification


- Aim- mandate, agreement compliance
- Authority- mandate
- Scheduling a verification- regular or irregular basis according to agreements, SOPs

The aim of verification is to support the mandate or agreement through an inspection and/or assessment process to establish compliance or non-compliance with that agreement.

The authority to conduct verifications will be defined in the mission mandate. Executing verification tasks will depend on an agreement between the belligerent forces and the peacekeeping mission.

Scheduling verifications may be conducted on either a regular or irregular basis in accordance with the agreement. They may be followed by an investigation, again in accordance with an agreement, depending upon the results of the verification. The mission, UN force or agreement should have SOPs or modalities that govern the conduct of verification tasks.

Slide 8




Phases of Verification / Inspection

- Phase 1 : Planning, preparation and briefing
- Phase 2 : Execution
- Phase 3 : Debriefing and reporting


This slide provides information on the phases of a verification and inspection and they are:

- Phase 1 Planning, preparation and briefing
- Phase 2 Execution
- Phase 3 Debriefing and reporting

Slide 9



Phase 1 : Planning, Preparation, Briefing




- Clarify aim and objectives
- Plan route, localities for visits
- UN Liaison Officer
- Community Liaison Officer
- Language Assistant
- Check vehicle and kit
- SOP, restrictions
- Information, intelligence
- IDs
- UN flag on vehicle

This slide shows Phase 1, Planning, Preparation and Briefing. Prior planning is very important and it starts with a detailed operations brief that should cover information on the upcoming task. This briefing should include routes, procedures and current restrictions or limitations in the verification area.

Additionally, as part of the preparations, here are some areas to consider:

- Clarify the aims and objectives of the verification
- Routes and localities to be visited
- Determine any special radio procedures to be established
- Determine whether a Liaison Officer (LO) or interpreter will be required
- Ensure Language Assistant is included
- Ensure community Liaison Officer is included
- Check your vehicle and kit requirements, procedures (SOP), restrictions
- Request for information, situation awareness (intelligence) before to leave
- Check verification kits that normally include: radios, binoculars, maps with known positions, compass, video camera, GPS
- Ensure you have your ID card
- Mount the UN flag on the vehicle
- Wear your spot tracker if appropriate

Slide 10




Phase 2 : Execution

- Observe road conditions, terrain, obstacles minefields
- Enter main entrance
- Cover entire area
- Continuous radio contact with HQ
- Count armaments (SALW) according to agreement
- Log all figures
- All members sign file

This slide provides points to keep in mind during Phase 2- the execution phase:

- Observe road conditions, terrain and the presence of obstacles of any kind, especially minefields
- Enter positions through the main entrance
- Be sure you cover the entire area
- Maintain continuous radio contact with your HQ and report as directed

Slide 11




Phase 2 : Execution (cont)

- Be suspicious and cautious
- Be impartial, do not yield to pressure
- Report facts only
- Never show to non-mission personnel


This slide shows a continuation of the relevant points to be considered during phase 2 or the execution.

- Never expose yourself to unnecessary danger during the verification, investigation
- Be suspicious and cautious, yet polite
- Be strictly impartial and do not yield to pressures from any party
- Report facts only; no speculations or guesswork
- Never show maps, figures or results to non-mission personnel
- Count armaments (Small Arms and Light Weapons) according to agreement
- Log, note all figures in your file and ensure that all members sign the file before dropping the LO off

Slide 12




Phase 3 : Debriefing and Reporting




Complete debriefing and patrol report
immediately upon return from the mission

This slide shows phase 3 of verifications / inspections; also known as the Debriefing and Reporting Phase. During this phase it is very important to complete a debriefing and patrol report immediately upon your return from the verification, investigations mission. Report any new positions, restrictions, and include all in a written report. Report times, locations, descriptions, and personnel and other information in accordance with the mission's SOPs.

Slide 13



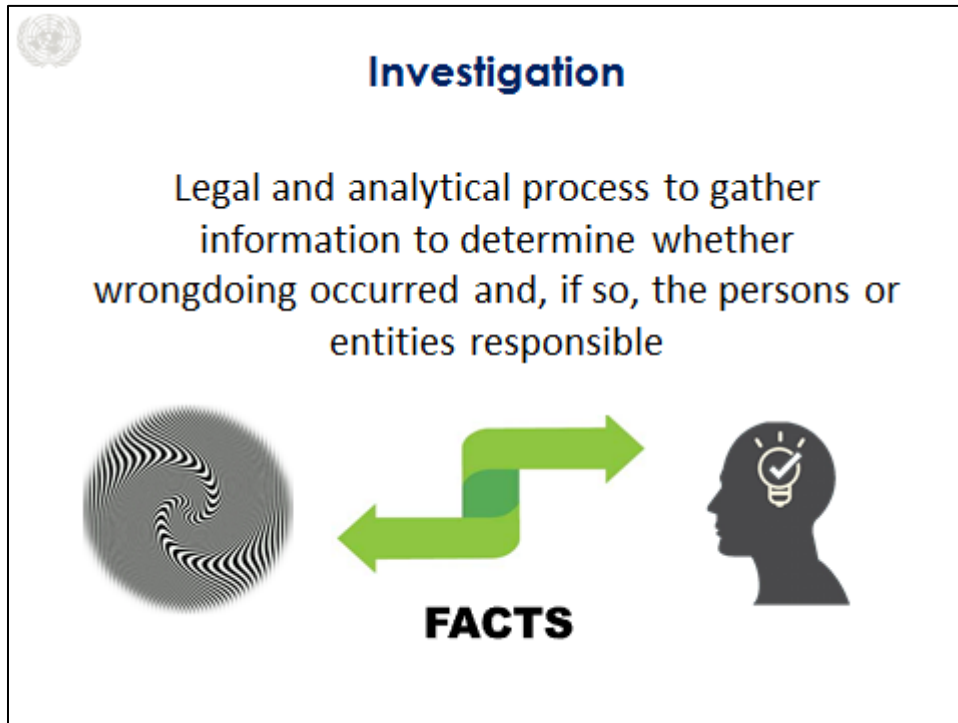
Investigation



UNMOs may be required to be the initial investigating authority for an incident

UNMOs may be required to be the initial investigating authority for an incident. Observer teams may discover an incident or be the nearest responding authority; and thus, be required to conduct the initial investigation and or secure the scene to be able to hand it over to another agency or authority.

Slide 14



Here is the definition of a UN investigation. It is a legally based and an analytical process designed to gather information to determine whether wrongdoing occurred; and, if so, the persons or entities responsible.

Slide 15



Types of Investigation

- Firing violation
- Construction upgrading
- Entries in DMZ
- Hostage-taking, hijacking, abductions or missing persons
- Assaults / murders
- Human rights violations



The types of incidents that an UNMO could be called upon to investigate include:

- Firing violation
- Construction upgrading
- Entries into DMZ
- Hostage-taking, hijacking, abductions or missing persons
- Assaults or murders
- CRSV
- Grave violations against children
- Human rights violations

Slide 16




Authority to Conduct Investigation



Stipulated in the Force agreement and mandate

Normally UNMO are not the lead agency in an investigation. UNMO will turn a scene or investigation over to the CIVPOL and or host nation police. Authority to conduct complete an investigation will be stipulated in the Force agreement and mandate. Observers will often conduct initial investigations at the direction of the CMO to determine what has happened and who will take subsequent control.

Slide 17




Preparation for Investigation

- Brief investigative team
- Aim of investigation
- Map reconnaissance
- Assemble required kit
- Collect and review pertinent information - intel
- Identify, contact other parties
- Review SOP, legal considerations
- Verify restrictions and need for Language Assistant
- Notify HQ of destination / intentions

In preparation for an investigation, the UNMO will:

- Brief the investigative team
- Clarify the aim of the investigation and or nature of complaint
- Conduct a map reconnaissance
- Assemble the required kit
- Collect and review historical information (intelligence)
- Identify, contact other parties affected by the investigation
- Review the respective SOPs and legal considerations
- Verify current restrictions in the area
- Verify the necessity of language assistant
- Notify HQ of their destination/intentions

Slide 18



Investigation Procedure

- Maintain radio contact and reporting movement progress
- Recording all activity
- Upon arrival, isolating and protecting the scene
- Designate responsibilities for undertaking
- Attempt to determine what happened
- Draw conclusions based on facts

Investigative procedures include maintaining radio contact and recording the following:

- Weather conditions
- The point of entry
- Evidence that was found
- Where the evidence was found
- Evidence (e.g. was it moved, altered, disturbed, etc.)
- What was photographed

Upon arrival, isolate and secure the scene:

- Assess the security of the scene (identifying threats from mines and UXOs)
- Determine the need for security (are you safe?)
- Protect the scene from onlookers
- Save your GPS position and take geographic references
- Prepare and sketch

Designate responsibilities:

- The primary investigation
- Evidence/exhibit recording
- Witness identification/interviewing

Then, attempt to determine what happened:

- Extent of the scene
- Create a safe corridor
- Methodically examine and document the scene; take photographs (of the overall scene and important details, take 3 types photographs – overview, mid-range and close-up); consider a reference to determine dimensions
- Remember, UNMO are telling a story; provide a context for the information
- If appropriate, collect evidences for analysis


Draw conclusions:

- Balance and consider all evidence and facts
- Indicate if your conclusions are “best guesses”



Reports must be:

- Complete
- Accurate
- Legible
- Precise
- Timely
- Assumptions stated


Slide 19



Forms of Evidence



- Verbal
- Material
- Circumstantial




Verbal evidence is unreliable and subjective and requires corroboration.

Material evidence cannot stand alone and requires forensic assistance, includes:

- Footprints
- Tire marks
- Broken objects
- Trace elements
- Forensic items (blood, DNA samples, weapons or ammunition fragments)
- Drugs



Circumstantial evidence may corroborate other evidence by crossing information.

Slide 20



Evidence Handling


- Record location
- Photos
- Do not disturb evidence
- Minimize number of persons handling
- Maintain a record / define continuity of evidence
- Scale of reference when taking photos
- Call legal assistance or directions if required


There are a number of important considerations in handling evidence:

- Record the location of recovered evidence via a sketch; define the location where the evidence was found; and record time and date
- Photograph the evidence
- Do not disturb evidence. If it is absolutely necessary to recover it, use gloves, secure it in a bag (not plastic), and tag it clearly with description, location, date/time, who found/ bagged it
- Minimize the number of persons handling evidence
- Record and define the continuity and transferring of evidence; i.e. the possession of a particular item; the 5 W's - who, what, where, when, why
- Use a scale of reference, such as a ruler or recognizable object, for sizes and distances when photographing evidence
- If in doubt, call your supervisor, base for legal assistance or directions

Slide 21



Evidence handling




- Confirm identities
- Ascertain and record
- Separate witnesses to be interviewed
- Witnesses can become suspects
- Consider witness's motivation to talk
- If language assistant used, exercise caution
- Establish interpreter ground rules

When dealing with witnesses UNMO should:

- Confirm their identities through papers, such as passports or ID cards, or personal or third-party confirmation
- Ascertain and record where they can be found or reached
- Separate witnesses to be interviewed
- Be aware that a witness can become a suspect
- Choose a suitable but consider a witness's motivation to talk
- If When a Language Assistant is used, exercise caution. Establish Language Assistant ground rules, and if possible, select a Language Assistant able to maintain impartiality

Slide 22



Evidence Assessment

- Compare notes
- Assess the credibility of witnesses
- Identify any corroborating information
- Identify any contradictory information
- Exercise caution in drawing conclusions
- Cross check different sources of evidences

Here are points to consider when assessing collected information and evidence.

Slide 23



Lesson Take Away

- Planning, execution, debriefing and reporting are key elements of the investigation process
- Investigations can include: firing violations, construction upgrading, entries in DMZ, hostage-taking, hijacking, abductions, missing persons, assaults, murders, and human rights violations

Summary

Verification is the process of establishing truth or validity; with the aim is to support the mandate or agreement through inspection / assessment to establish compliance

The 3 phases of verification, inspection include: Planning, Preparation and Briefing; Execution; Debriefing, reporting

UNMO investigate incidents such as firing violations, construction upgrading, entries into DMZ, hostage-taking, hijacking, abductions or missing persons, assaults or murders CRSV, grave violations against children, and other and human rights violations or any other matter directed by the Mission

UNMOs are frequently required to work alongside, or in conjunction with other UN components (military contingents, police and civilians) in the field when conducting investigation and verification tasks

Forms of evidence are: verbal, material, circumstantial

Learning Activity: Go to Annex B UNMO STM for the Lesson 3.1 Learning Activity

Lesson 3.2



Liaison and Coordination

The Lesson



Starting the Lesson

Slide 1



Lesson 3.2 Liaison and Coordination

1

An essential component of the military observer's work is to maintain liaison and coordination with other field entities and with the civilian population, to facilitate their ability to observe and report from the field.

Slide 2

Lesson 3.2 Content

- Definition and aim of liaison and coordination
- UNMO liaison and coordination tasks
- Types of liaison and coordination
- Methods of conducting liaison and coordination UN peacekeeping operations

Slide 2

Here is the lesson content.

Slide 3

Learning Outcome

- Explain liaison and coordination tasks performed by UNMO
- Explain different types and methods of liaison and coordination
- Describe guidelines for conducting liaison and coordination in UN peacekeeping operations

Slide 3

The aim of this lesson is to provide military observers with the necessary information to understand and apply the concept and responsibilities of liaison and coordination within a peacekeeping mission. On completion of this lesson, participants will be able to accomplish these outcomes.

Slide 4

Tasks

Establish / maintain liaison and coordination with:

- Local authorities and leaders (gender appropriate)
- Military and other armed elements at different levels
- Police and local militia(s)
- Civilian organizations, including women's and children's organizations

Slide 4

The decision to deploy UNMO is typically based on the ability to perform these tasks. The next few slides will address these tasks.

Slide 5

Tasks

- INGOs / NGOs, UN agencies
- Other IOs example: ICRC
- Local leaders and officials
- Members of different religions, ethnicities, population groups
- Report on meetings
- Keep records of liaison and contacts

Slide 5

UNMO should liaise with:

- NGOS/INGOs, UN agencies; such organizations operate in the missions and work hand-in-hand with all UN elements deployed
- IOs like the ICRC; several other international organizations also operate in the mission areas just like NGOs so UNMO can liaise with them for coordination
- Local and opinion leaders; Local and opinion leaders are very influential in the AO and therefore it is necessary for UNMO to liaise with them
- Members of Religion, Ethnicity and Population Groups; they are influential people hence it's necessary for UNMO to liaise with them
- Report on Meetings; Report all meeting resolutions to higher offices for necessary actions
- Keep Records of Liaison and Contact; Documentation of discussions are very necessary for UNMO for coordination, sharing with high offices and future referencing

Slide 6

Tasks

- Keep force elements continuously informed
- Liaison assistance requests are met promptly
- Challenges when using interpreters
- Keep gender perspective in mind

Slide 6

UNMO liaison tasks will be to:

- Propose and arrange liaison meetings.
- Establish and maintain contact with:
 - Local authorities (e.g. village leaders, tribe heads, etc.).
 - Military elements at different levels
 - Police, gendarmerie and local militia(s)
 - Civilian organizations in the area.
 - NGOs and other UN/Force agencies.
 - Individuals of different religions, populations groups, etc.

Required reports are handed in according to the tasks and timings, together with additional material your team deems necessary to help understand incidents and/or situations.

Coordinate activities and cooperate with Force units (e.g. commanding officers, liaison teams/officers, operation section(s), etc.), especially where language may be a barrier between different national elements within a Force and with observer teams as required.

Ensure that a high level of cooperation is maintained between all elements of the mission and the population throughout the AOR

Keep all concerned force elements continuously informed about conditions and changing situations within and beyond the AOR.

Ensure that all the liaison assistance requests from both military units and civilian population are met promptly.

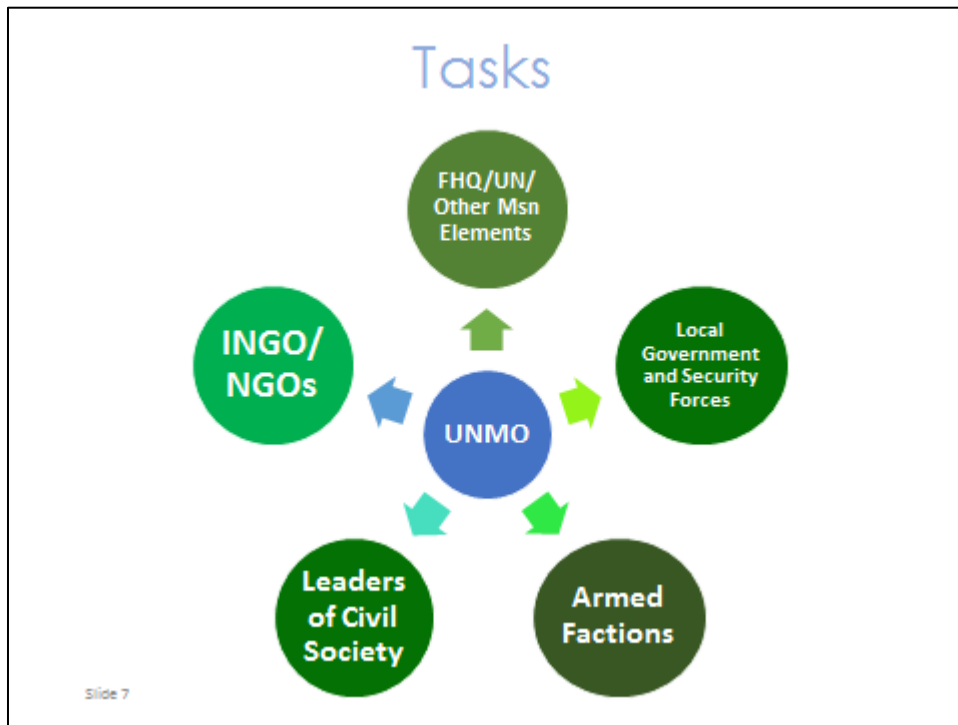
Ensure that volatile situations are defused as soon as possible without endangering force personnel.

Pay attention of the additional challenge of conducting liaison through an interpreter.

Ensure at all times that reports, minutes of meetings, etc., are complete and correct, stating clearly the differences between the facts and your assumptions and assessments concerning liaison activities.

Records on all activities must be kept updated , meetings, contacts (including personnel files), etc., Ensure that team members are always up to date on the situation when starting their tour of duty.

Slide 7



This slide explains the UNMO coordination and liaison network. The coordination and cooperation activities with force units (commanding officers, liaison teams/officers, operation section), especially where language, is important between different elements within the Force, local governments with observer teams is required. Keeping all the interlocutors informed helps build the network.

Reporting of all meetings and liaison must be timely, complete and accurate. This should include keeping updated lists of points of contact that are shared with incoming military observers can build on existing liaison relationships. In all cases, gender balance has to be maintained.

Slide 8

This slide describes the types of UNMO liaison and coordination. UNMO liaison and coordination with friendly forces (through the chain of command), civil authorities, international organizations and with belligerent forces'. On the next few slides we will go into more detail.

Slide 9

Cross-Boundary Liaison and Coordination – Friendly Forces

- Maintain transparency of intentions
- Encourage cross-boundary support
- Assist commonality of force posture and military activity
- Cross-boundary operations conducted effectively
- Ensure operations do not conflict

Slide 9

Most UNMO and UN forces involved in conducting operations will normally be allocated an area of operations (AOR). As such, there will be a need for cross-boundary liaison and coordination with neighboring units. This liaison will aim to:

- Maintain transparency of intentions and conduct
- Ensure that patrols and other operations do not conflict
- Encourage cross-boundary support and medical assistance, particularly where an area is adjacent to a friendly location across the unit boundary
- Assist commonality of force posture and military activity
- Ensure that cross-boundary operations, such as escorts or convoys, can be conducted effectively

UNMO if requested can facilitate or be responsible to assist units and commanders in these activities.

Slide 10

Friendly Forces



- Information Sharing
- Assist planning
- Relaying future intentions

Slide 10

Sharing of information across the board both vertically laterally and horizontally by all authorized key actors in the mission area. The multinational and multilingual nature of a Force will often give chain of command liaison and coordination a greater significance. This is particularly so if a military observer, or other parts of the military component, are not familiar with generic operating procedures used by the lead military force such as NATO. Chain of command liaison and coordination will also assist with the well-known challenges of planning. UNMO can be an effective tool to facilitate in these areas.

Slide 11

Civil Authority and International Organizations

- Help with shared initiatives
- Increase / facilitate security
- Gender balance

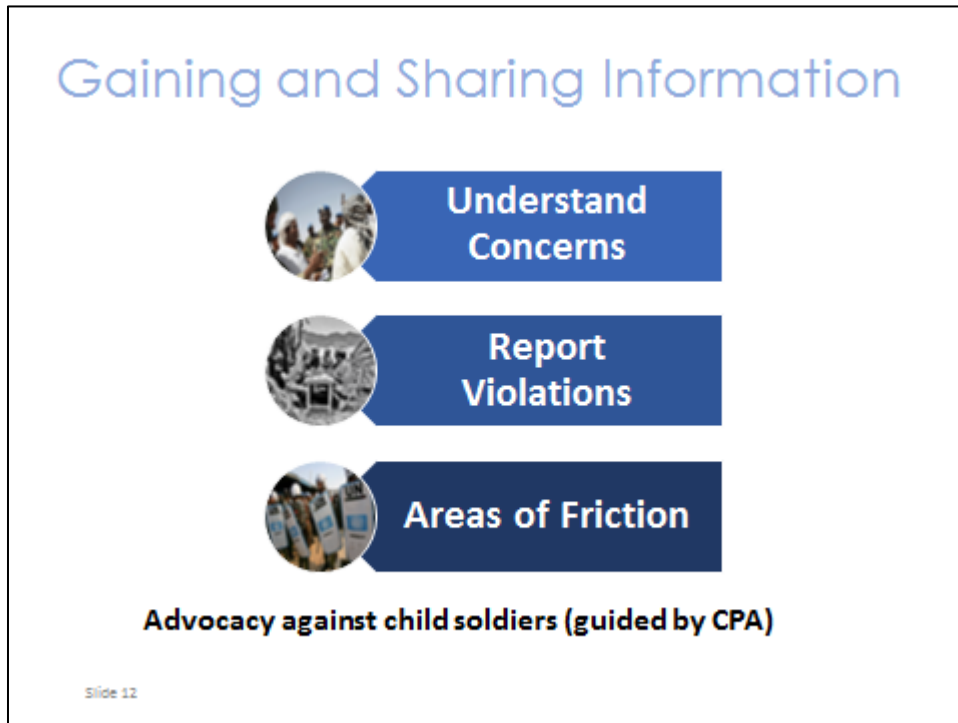


Slide 11

Where appropriate and more often, UNMO liaise and coordinate with municipal civil authorities such as the local administration, police, coastguard, air traffic controllers, fire services and hospitals. Also, UNMO liaise and coordination with international organizations such as the UN High Commissioner for Refugees (UNHCR), International Committee of the Red Cross (ICRC), the World Health Organization (WHO), UN Civilian Police (UN CIVPOL) etc., to help facilitate shared Mission initiatives and security issues.

Incorporating a gender perspective in civil liaison and coordination will help ensure that all views are represented and with perspectives on the local priorities. This means ensuring that men and women are engaged in liaison in a way which gives them the freedom to express their views.

Slide 12



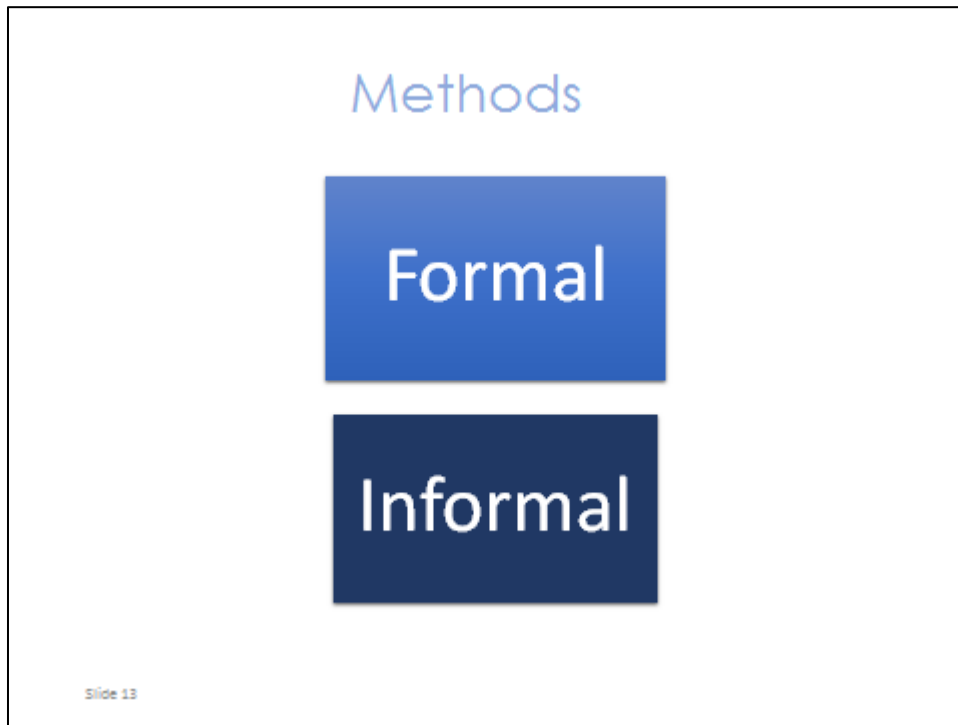
Because coordinating and liaison with belligerents is an important task that has multiple consequences, we will take more time and effort to discuss the subject.

- All levels of command within the Military Component of Mission, to include UNMO should normally attempt liaison and coordination with belligerent forces:
- The freedom of action for unit or subunit commanders to liaise varies from force to force according to the mandate, political situation, and the security threat
- In many missions, liaison and coordination at lower levels is encouraged. The aim is to settle disputes and solve problems at the lowest level possible to prevent minor violations, disagreements and even misunderstandings from escalating
- If problems cannot be solved at the lowest levels the involvement of commanders up the chain of command, or the use of "outside" observer teams, is required
- The link to belligerent command posts is most important. This is accomplished through regular meetings and communication "hot-lines"

UNMO also have a special role to play because of their role in the field. Therefore, a liaison and coordination plan has to be developed to coordinate the responsibilities between different observer teams. LOs and senior force commanders, have to ensure

timely and accurate passage of information up and down the chain of command. In particular, responsibilities for liaison and coordination with specific belligerent commands have to be established beforehand. For example, a team site UNMO may liaise with belligerent brigades and a sector LO may liaise with belligerent divisions.

Where such a framework is not established there is potential for different individuals have meetings with the same belligerent commander several times in a short space of time. This is likely to be counterproductive in building a strong relationship.

Slide 13

Liaison and coordination can basically be conducted in two methods, formal and informal. Formal liaison and coordination is conducted through visits and meetings arranged in advance and organized for a specific purpose. Informal liaison and coordination occurs through visits, social or casual contact.

Informal liaison must be conducted deliberately even when it is spontaneous – that is, the discussion must be considered, impartial and be comprehensively reported even when it results from a spontaneous meeting.

Slide 14

Considerations

- Coordinate with all members of the team
- Focus on the aim of liaison and coordination
- Follow interviewing technique
- Maintain a gender perspective

Slide 14

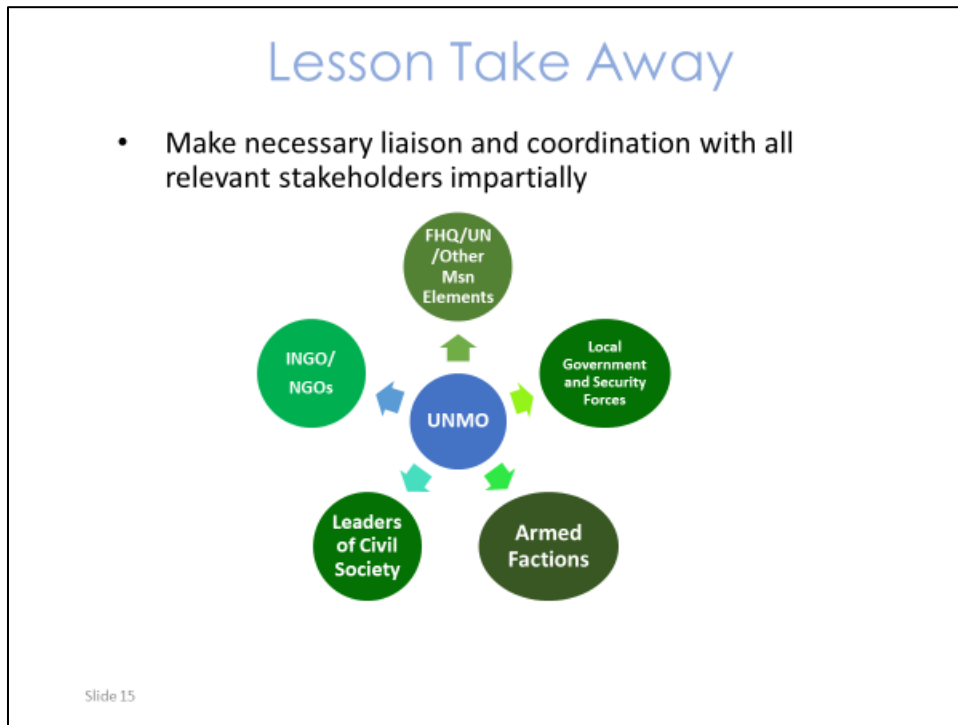
When Coordinating with all members of the team, UNMO generally deployed across the whole mission AOR and they do not operate in isolation. Before conducting liaison and coordination mission, UNMO team members are usually appointed by the sector HQ or the observer mission HQ. Personality, experience in the field, knowledge of language, and mastery of UNMO experience are taken into consideration when selecting officers for liaison and coordination. Before conducting the mission, UNMO should coordinate with other members of the team prior to the event.

UNMO should focus on the aim of liaison and coordination. The mission AOR is usually divided into sectors with Teams assigned to specific sectors. Periodically, teams from different sectors may operate in each other's area to learn the areas and standards tasks of neighboring teams and enable them to provide assistance on short notice. The team conducting liaison and coordination on special issues must know their mission and tasks. In this regard, a briefing session prior to the mission is important.

UNMO should follow proper interviewing techniques includes planning, preparation, impartiality and proper reporting.

UNMO should take into consideration Gender Balance when performing their tasks.

Slide 15



There are two slides covering the Take Away from this lesson. Let us review.

Slide 16

Lesson Take Away

- Four types of liaison and coordination tasks:
 - Cross-boundary with friendly forces
 - Chain of command
 - Civil authorities / international organizations
 - Belligerent forces
- Liaison and Coordination can be formal or informal
- UNMO should focus on aim, follow interview technique and keep a gender perspective

Slide 16

Summary

The aim of this lesson was to understand the concept and responsibilities of liaison and coordination within a peacekeeping mission. We covered four types of liaison and coordination tasks:

- Cross-boundary liaison and coordination with friendly forces
- Chain of command liaison and coordination
- Liaison and coordination with civil authorities and international organizations
- Liaison and coordination with belligerent forces

Liaison and coordination with belligerent forces is more complicated and may have associated modalities involved. It is paramount that UNMO plan and coordinate these events and consultate with experienced personnel

Liaison and Coordination can be formal or informal and both required formal notes and reports

During liaison and coordination UNMO should focus on the proper techniques and keep a gender perspective in mind.

Learning Activity**3.2**

Abridged Learning Activity; if time is limited conduct this Learning activity

RESOURCES

White boards, chalk boards or butcher / chart paper
Markers and chalk

TIME

15-30 minutes

PREPARATION

Ask the participants to answer the following questions.

NOTES TO INSTRUCTORS:

Reinforce the learning outcomes and access the knowledge of the group and individuals.

1. Divide participants into two small groups.
2. Ask each group to explain one of the terms / concepts.
3. Ask participants to present their results in the plenary.
4. Complement the results with the expected outcome.

Terms / Concepts:

Aim of UNMO liaison and coordination

Liaison and coordination tasks

II. If more time is available; it is recommended that the Scenario Based Role Playing Exercise be conducted. It is suggested that both lesson 3.2 and 3.4 be completed before conducting this comprehensive Learning Activity.

If more time is available, go to Annex B UNMO STM for an expanded Lesson 3.2 Learning Activity

Lesson 3.3



Negotiation and Mediation

The Lesson



Starting the Lesson

Aim

The aim of this Unit is to enable participants to use negotiation and mediation skills as necessary when employed in a UN peacekeeping operation

Learning Outcomes

Learners will come to know:

- The definitions of negotiation and mediation
- The purpose, principles and technique(s) of negotiation and mediation
- How to plan, conduct and follow-up negotiation and mediation
- The mandate, cultural/ historical context and interests of people/parties

Slide1



Lesson 3.3 Negotiation and Mediation

1

UNMO have to use operational skills and techniques to prevent and manage conflict, and to de-escalate potential violence. UNMO may need to use negotiation and mediation techniques in their tasks and patrols. These techniques will be used in a challenging environment, and not normally in their own language or in their own culture. Peacekeepers will have to be prepared to negotiate and mediate conflicts on a daily basis, with people from different cultures, different gender, and often under tense or even threatening situations.

This lesson will familiarize and help you to better understand the principles and techniques of being a better negotiator and mediator in a future UN PKO.

Slide2

Lesson 3.3 Content

- Definition of negotiation/ mediation
- Purpose, principles and techniques of negotiation / mediation
- Phases of negotiation / mediation
- Learning outcome assessment

2

Here is the content of lesson 3.3. This lesson will explain the significance and use of negotiations and mediation as a spectrum tool. The lesson will also explain negotiation and median phases and techniques that may find helpful to UNMO.

Slide3

Learning Outcomes Lesson 3.3

- Define negotiation, mediation
- Identify the fundamental principles of negotiation / mediation
- Identify the phases of a negotiation / mediation process
- List the actions taken within the phases of negotiation / mediation
- Apply negotiation / mediation skills in an exercise

3

As a good training practice, let's review the learning outcomes of this lesson: At the end of this lesson you should be able to perform the actions described on the slide. Please take a moment to read and understand the requirements. This may help you to focus on the most relevant aspects.

Slide 4

Definition

- **Negotiation** : An informal or formal process, where parties actively talk about their conflict for the purpose of reaching agreement and bringing resolution to their problems.
- **Mediation**: A “facilitated negotiation”, where an independent third party helps belligerents to come to a resolution of their problems, but does not decide on their behalf.

It is important to know the definitions before we proceed into the lesson. Here are both definitions. Take a minute or so to read. **Negotiation**: An informal or formal process, where parties actively talk about their conflict for the purpose of reaching agreement and bringing resolution to their problems.

Mediation: A “facilitated negotiation”, where an independent third party helps belligerents to come to a resolution of their problems, but does not decide on their behalf.

Slide 5

Purpose of Negotiation / Mediation

- **Identify, isolate of dispute / conflict**
- **Prevent escalation**
- **Reduce differences**
- **Resolve**
- **Prevent recurrence**



Negotiation is a process of combining divergent positions into a joint agreement under a decision rule of unanimity. It involves two or more parties. It happens when there is a problem, a conflict of interest or a common concern between parties. It is appropriate when the parties have a more-or-less even power balance and want to reach a joint agreement. Normally, it is a verbal, interactive process. The parties identify issues, educate each other about their needs and interests, and come up with possible settlement options and terms of a final agreement.

Mediation is a more dynamic interactive process when a neutral third party assists disputing parties in resolving conflict through the use of specialised communication and negotiation techniques. In most cases, mediation involves two or more parties to a conflict, and involves an acceptable, impartial third party whose role is to assist the parties to reach their own mutually acceptable agreement. The third party has no authoritative decision-making power. It is more appropriate when the parties have an uneven power balance and are willing to negotiate. It is a verbal, interactive process that requires structure and a mediator to assist in coming up with a possible settlement.

Slide 6

Negotiation/Mediation Principles

- Mandate
- Interests of parties
- Cultural / historical context
- Voluntarily
- Confidentiality, good faith, ownership





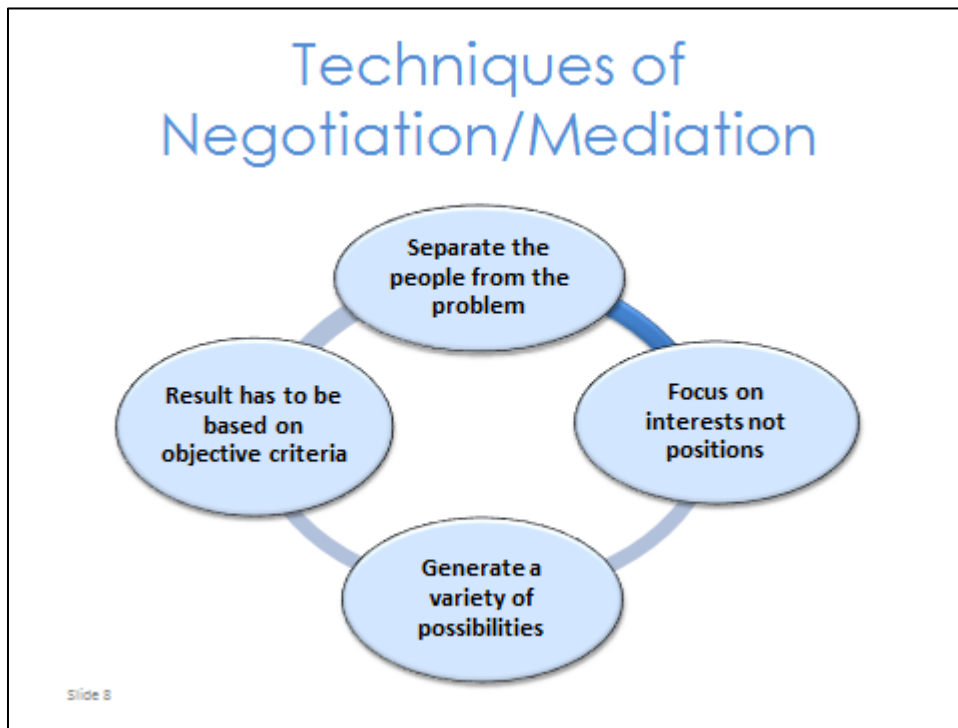
Successful negotiation/mediation depends on how well peacekeepers understand the following principles:

- Understand the mandate and role of the United Nations in the conflict
- Understanding of UN interests / mandate to achieve a positive outcome
- Understand the interest(s) of the people/parties to the conflict
- Understand the cultural and historical context of the conflict within which UNMO operate to evaluate the situation and the local needs

It is important that UNMO anticipate and understand the peoples' /parties' interests and their objectives. The focus should be on real interests, not stated positions. Also, it is helpful if UNMO consider gender in this process.

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Slide 7



This slide describes the techniques or best practices for negotiation and mediation. Note these specific techniques are cyclic and interconnected. The four areas in the slide describe the techniques on how best to achieve a positive result in the process.

- Separate the people from the problem
- Focus on interests not positions
- Generate a variety of possibilities
- Result has to be based on an objective criteria

Positions are yes-or-no obstacles and the interests present problems to be solved, perhaps in more than one way. Look for potebtial ways to create value before trying to claim it. Build a joint model of the problem – consult others on your model of the problem.

Slide 8

Phases of Negotiation / Mediation

- Preparation
- Conduct
- Follow-up

On this slide we show the three phases of negotiation and mediation. We will go into more detail on each phase.

Slide 9

Negotiation Planning

- Advanced preparations /considerations
- Internal preparations
- Final preparations



As in all matters and tasks, the planning and preparation are keys to success. The advanced preparations/considerations include understanding of the following:

- What is the conflict about
- What is the mission's intent to achieve, what is the minimum desired result
- What are your options, limitations, mandate, etc.
- Who are the people or parties involved
- Who are involved- Name, rank, personality, authority, religion, ethnicity, culture, attitudes
- Are women included in the parties? If not, how can they be included
- Has the conflict been dealt with before
- Why has it come up at this time
- What is the background/history
- Outline the options for a possible settlement
- Read previous reports on the matter; what was the UN conclusion and how does it relate to previous/future arrangements
- When and where will the negotiation take place (confirm)

- Establish an agenda for the meeting
- What are the objectives/interests of the people/parties involved?
- Can you identify some common ground

The following are considered internal preparations that should be followed:

- Divide the negotiation tasks among team members; i.e. who will talk, who will take note and who will prepare minutes of the meeting
- Define the role of the language assistant and rehearse
- Decide on need for specialists (weapons, mines, economic, child protection, gender, cultural, etc.)
- Plan the Location and protection measures of the negotiation site

And last, here are examples of final preparations:

- Be at the place for the meeting in due time, in good shape and well dressed
- Make ready for seating, security, parking and communication
- Consider coffee, drinks, food
- Place agenda, pencils and writing pads on the table

Slide 10

Conduct of Negotiations

- Open talks
- Main talks
- Summary




On this slide we will discuss the three major components of negotiations; opening talks, the main talks, and the summary. Let's go into more detail on these three components.

In the opening talks remember:

- Local customary salutations and exchanges of courtesies
- Introduce yourself and your team (wear name tags)
- Some introductory small talk may be useful and polite (gives everybody a chance to get used to the way the common language is used and it offers a chance to assess the mood)
- Introduce the agenda of the meeting
- Offer/take refreshments
- It is advised to avoid using cell phones; keep them turned off

The main talks include:

- Let others speak at the start, and be a good listener, do not interrupt
- Be patient, this is a very important skill set in negotiations
- If incorrect information is given, state the actual facts
- Supported facts with evidence; yet do not argue

- State the UN point of view (facts only)
- If there is no discussion from women; if relevant, ask about their perspective
- If there are differences in points of view, note the view of the counterpart and highlight the point of view of the opposite side; and eventually also the UN approach
- Declare that you will come back to the issue after an examination. Carry out an examination and negotiation in a similar manner with the other party
- In cases of the UN team conveying complaints, either from the opposing party or from the UN itself, ensure the complaint is clear and detailed – preferably in writing
- Make no promises or admissions, unless the situation or your mandate clearly states you can do so.
- Do not reveal anything about one party that could be exploited by the other party
- To be impartial and correct is importance
- Always be restrained if one of the parties expresses a negative view about the UN, the opposing party's morale, politics or methods.
- With all parties, attempt to educate and gain the acceptance for the UN mandate and the solution it promotes
- Make careful reminders about agreements, actual arrangements

The summary is the last component and the key points include:

- Summarize the meeting
- Complete the meeting by repeating what has been agreed
- If possible have agreements confirmed in writing and signed by party(ies) and give a signed copy
- Discuss and gain agreement upon a time and place for further negotiations
- Do not forget to give the final polite phrases of thanks and farewells

Slide 11

Follow Up

- Post meeting analysis
- Verbal brief to HQs
- Detailed written report
- Feed into information systems
- Keep the parties informed

The reporting of results and the follow-up on the meeting is very important for the credibility of the UN operation. Here are a few areas to be included in the follow up:

- Conduct a post meeting analysis and consult with other UN personnel and interlocutors present in the meeting for input
- Prepare a short written brief and verbal briefing for your headquarters
- Involve UN members present at the meeting
- Prepare a detailed written report / follow-up on the negotiation, facts, conclusions, recommendations and arrangements
- Note any gender exclusion or inclusion
- Note any human rights issues that came out in the negotiation
- Contribute to other UN information systems in accordance with the SOP
- Keep the party(ies) informed about outcome of the negotiation

Slide 12

Mediation Planning

- Meet parties prior
- Discuss conflicts internally
- Select meeting location and develop an agenda
- Establish conditions
- Consider solutions

The techniques applied in mediation are basically the same as for negotiation. The most important difference is that representatives for the opposing parties are present in the same location. This calls for careful considerations concerning security measures as well as pre-accepted subjects for the meeting. The following are a few considerations when planning mediation:

- Meet the parties separately before the meeting
- Discuss the conflict/ dispute internally to help frame the issues and possible solution sets
- Develop an agenda, get it approved by all concerned and distribute it before the meeting
- Select a meeting-place (neutral and secured)
- Establish the conditions for the meeting – armed/unarmed - how many persons – language assistants/interpreters - communications - seating - who speaks in what order - separate rooms
- Consider possible solutions to the disputes / issues and a recommended way ahead

Slide 13

Conduct of Mediation

- **Read agreed agenda at start**
- **Status previous meeting implementation**
- **Impartial, respectful**
- **Balance outcome**
- **Guide negotiations**
- **No agreements, reschedule**



The conduct of mediation has some similarities to the negotiation execution, with some changes. Here are a few techniques to consider:

- Start the meeting by reading the agreed agenda
- If there has been a previous meeting, give the result and the status of what has been implemented
- Maintain impartiality, observe objectivity and remain respectful
- Try to balance the outcome
- Guide, facilitate the discussions and if appropriate suggest possible solutions
- If no agreements can be reached, agree to meet again
- A good philosophy to convey is that no one can change the past, but we may be able to change the future

Slide 14

Follow Up

- Post meeting analysis
- Verbal brief to HQs
- Detailed written report
- Feed into information systems
- Keep the parties informed

The follow-up on the meeting is very important for the credibility of the UN operation. Here are areas to be included in the follow up, very much the same as in negotiations; let's review:

- Conduct a post meeting analysis and consult with other UN personnel and interlocutors present in the meeting for input
- Prepare a short written brief and verbal briefing for your headquarters
- Involve UN members present at the meeting
- Prepare a detailed written report / follow-up on the negotiation, facts, conclusions, recommendations and arrangements
- Note any gender exclusion or inclusion
- Note any human rights issues that came out of the mediation
- Contribute to UN information systems
- Follow up on the modalities and possible implementation of any agreements made during the mediation

Slide 15

General Tips

- Social compliments
- Dignity, respect, calm, understanding, fair
- Common ground
- Common terminology
- Ensure clarity in complaints (written)
- No promises
- Do not reveal
- Keep commitments
- Eye contact

Negotiator and mediator that may help you in the future:

- Pay social compliments to all military, police and civilian representatives involved. Take the time to welcome and bid farewell
- Encourage an air of cordiality, dignity and respect to the proceeding
- Define the common ground to reinforce the success already achieved
- If friction occurs, do not attempt to fill gaps in conversation. It may be more productive to allow long pauses to occur. This is a psychological tool to encourage the parties to take the initiative in speaking, and thereby revive dialogue
- Remain calm if one of the parties decides to criticize the mission or a third party
- Keep your personal your emotions in check. Emotional outbreaks are considered is a sign of weakness in many cultures; and may inhibit your ability to continue effectively as a negotiator / mediator
- Be tactful and avoid any inference that might be interpreted as criticism
- Do not be arrogant or patronizing

- Be fair in your approach to all parties
- Avoid circumstances that may lead to a “loss of face”.
- Use the correct terminology known by all; speak slowly and clearly
- To convey complaints, ensure that the particulars are clear, complete and in writing
- Make no promises or admissions, unless you have the authorization to do so
- Do not reveal anything about one party that could be exploited by the other party
- Maintain scrupulous impartiality in all speech and actions
- If you make a statement that you will do something – do it; and if you cannot, explain to the parties why not
- Maintain Eye Contact with the speakers. During a translation of speech, it will be essential to maintain eye contact with the person with whom you are speaking (and not the interpreter)
- Remember that men and women may bring different skills as well as different perspectives to mediation and negotiation. Emphasise women's role as peace builders and their contribution to building durable peace is important
- Be patient, slow and deliberate is sometimes the best way to get progress

Slide 16

Lesson Take Away

- Purpose, principles and technique(s)
- Planning, conduct and follow-up
- Be aware of the mandate, cultural/ historical context and interests of people/parties

16

Summary

Conflict is a state of human interaction where there is disharmony or a perceived divergence of interests, need or goals. There is a perception that interests, needs or goals cannot be achieved due to interference from the other person or people. It is important that UNMO understand the relativity and background of the conflict in their mission area. Management of conflict starts with communication, negotiation, mediation. A managed conflict can create an opportunity to positive change.

Negotiation is a process of combining divergent positions into a joint agreement under a decision rule of unanimity. Mediation is a more dynamic, structured, interactive process when a neutral third party assists disputing parties in resolving conflict through the use of specialized communication and negotiation techniques.

The phases of a negotiation / mediation process include preparation, conduct (execution) and follow up. All phases are important and the techniques described in this lesson will help you build tools to be a better UNMO negotiator / mediator.

Learning Activity**3.3****I. Abridged Learning Activity; if time is limited conduct this Learning activity.****RESOURCES**

Chalk Board, white board or butcher / chart paper and markers

TIME

10-20 minutes

NOTES TO INSTRUCTORS

Break the class into two groups. Ask the participants / groups to identify specific negotiation / mediation techniques / tips that they believe are the most important and why. Return to the plenary and have the group leader present their group's findings. Facilitate the discussions; and if possible, bring in real world / mission examples of negotiation and mediation meetings where they may have gone wrong or were very successful because of the techniques / tips applied appropriately.

II. If time permits, recommend the Scenario Based Role Playing Exercise Learning Activity. It is suggested that both Lessons 3.3 and 3.8 be completed before conducting this more comprehensive Learning activity.

Go to Annex B UNMO STM for the Expanded Lesson 3.3 Learning Activity

Lesson 3.4



Interviewing Techniques

The Lesson



Starting the Lesson

Aim

The aim of this lesson is to provide the participants a basic understanding and skill set for interviewing when employed in a UN peacekeeping operation.

Learning Outcomes

- How to plan and conduct an interview.
- Interviewing techniques and types of questions
- Does and Don'ts as an interviewer and special cases

Slide 1



Lesson 3.4 Interviewing Techniques

1

The UNMO's duties are very diverse. They are observers, negotiators, mediators and investigators, verifiers, and information gatherers. At times they also need to carry out certain liaison duties too. To do this, UNMO must be able to conduct effective interviews. UNMO be effective in all their duties and responsibilities.

Conducting an effective interview requires defining the purpose of the interview, planning and conduct part of it. Interviews should not be conducted according to a template.

Because of the varying demands of the situation in a peacekeeping environment, the interviewing process must be flexible and account for the cultural and individual characteristics of the person interviewed.

The aim of this lesson is to familiarize and provide you with interviewing principles techniques.

Slide 2

Content

- Planning and Interviewing techniques
- Types of questions
- Dos and don'ts
- Special cases
- Personal qualities

Slide 2

Here is the lesson content for 3.4 addressing the interviewing principles and techniques to be applied in a UN PKO.

Slide 3

Learning Outcomes Lesson 3.4

- List three techniques for conducting interviews
- Describe the main types of questions used in interviews
- Describe dos and don'ts when conducting interviews
- Explain when caution is required in special cases

3

Proficiency in interviewing can be developed by formal training and practical experience. Although it is impossible to reduce the interview process to a set of formulas and rules, there are some general skills and tasks which will enable the UNMO interviewer to approach the task with confidence and develop their skill through practice, and conscious attention to their performance. This lesson introduces those basic skills.

At the end of this lesson you should be able to perform the actions described on the slide. Take a moment to read and understand the requirements. This may help you to focus on the most relevant aspects.

Slide 4

Preparing for an Interview

- **Who has information**
- **On what**
- **How do we get a full picture**
- **What interests, biases, agendas shape interviews**
- **What protection risks for interviewees or others**
- **How can we mitigate risks**
- **How to establish trust**



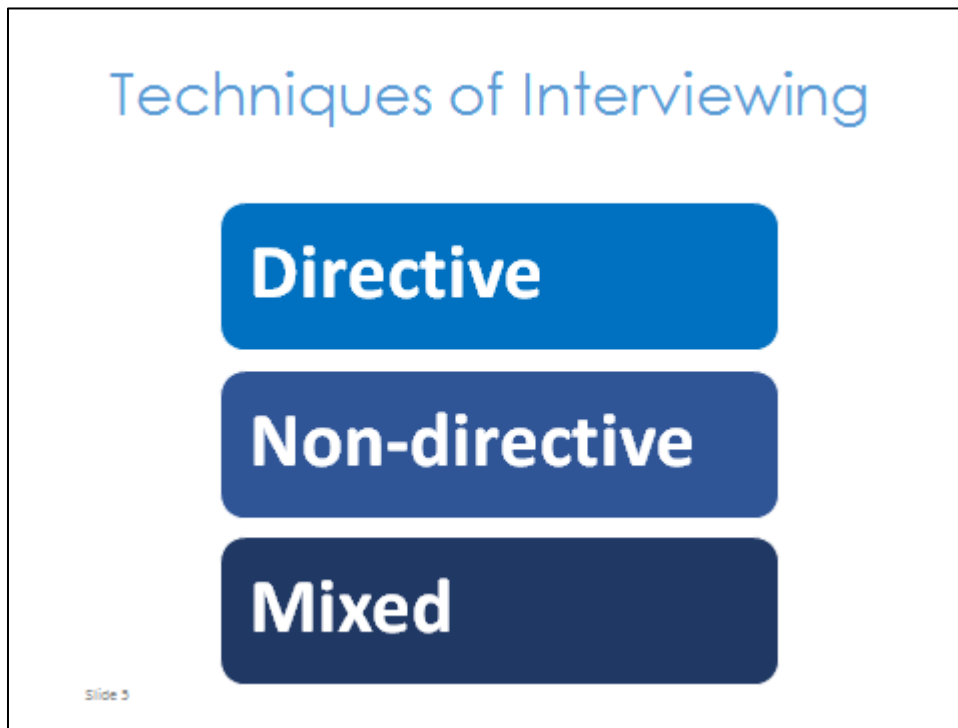
Because of its importance, early in the lesson it is necessary to provide you with an upfront caution or warning before we get into this lesson in more depth. In this lesson, we discuss general skills in interviewing which can be applied in most situations; however, there are some special cases that UNMO need to be aware of. These cases must be treated differently from other interviews.

The first one is interviewing children. In general, UNMO should not interview children directly. The lead for dealing with children in the mission is the civilian Child Protection Advisor, who is supported in each sector by Child Protection Units. UNMO should always work given their guidance in dealing with children and children's issues. If it is necessary to interview a child and there is no one from the Child Protection Unit available, then questions should be limited to basic questions such as the child's name and age. Parents or caregivers should be present as well. Remember from the Core Pre-deployment Training Materials (CPTM) child protection training the basic principles of dealing with children for all UN peacekeepers is to show / do no harm, coordinate with other agencies, and always act in the best interest of the child.

The second special case is survivors of sexual and gender-based violence (SGBV). To interview a survivor about the SGBV that they experienced needs specialist knowledge and skills, otherwise the interview risks causing further harm to the person. There are many specialist agencies, often termed 'SGBV actors,' in the field to support survivors and UNMOs should utilize their expertise. They should take the lead in interviewing survivors.

If a survivor of SGBV approaches an UNMO for assistance, then the UNMO should do their best within the constraints of their tasking and skill to do so, including offering to refer them for support to specialist agencies and knowing which agencies to contact. Importantly, if possible, an UNMO and language assistant who are of the same gender as the SGBV survivor should conduct any interview. There is guidance on what to do, and what to say, when dealing with survivors of SGBV included in the references in this lesson.

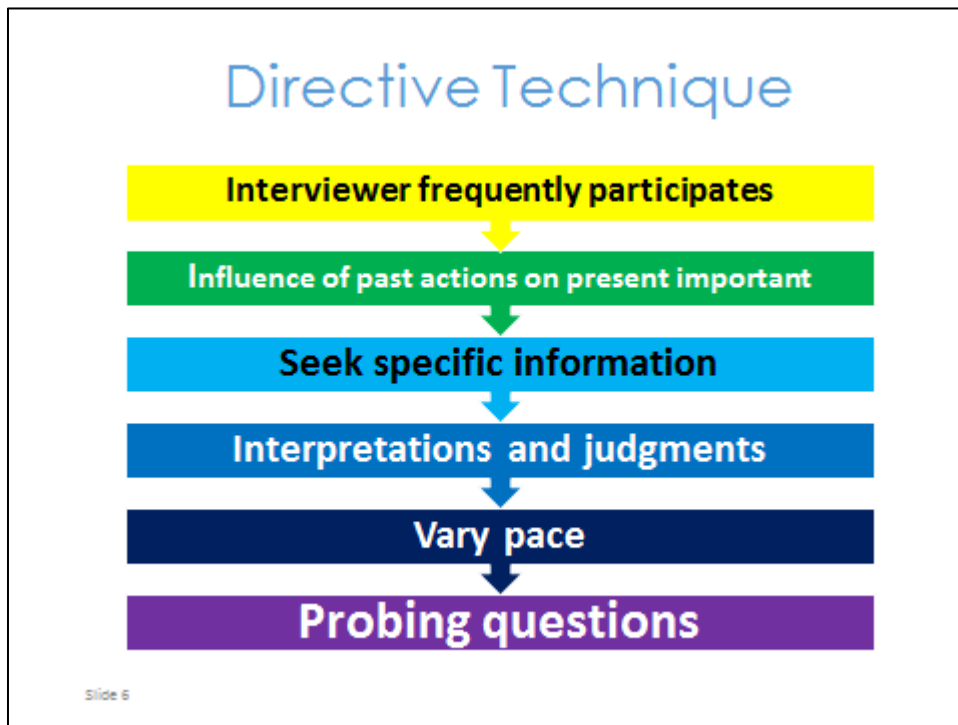
In all cases, ensure you keep detailed notes and always report to your chain of command / leadership.

Slide 5

There is no single method by which UNMO can conduct successful interviews. Each interview will be different, based on the participants, the subject, the environment, and other variables. However, there are baseline skills and techniques that can be learned and applied. The key to success will be to practice, observe others using the skills, and develop the skills through experience.

There are two general types of techniques. They are the directive and nondirective types. There is a third category, mixed, which uses skills from both directive and non-directive interview types.

Slide 6



The directive technique is a method of interviewing in which the interviewer guides and directs the course of the interview. It is an active interview technique.

- This technique is distinguished by:
- Frequent participation on the part of the interviewer
- Emphasis on the influence of past actions on present behaviour
- Seeking specific information
- Making interpretations and judgments
- Varying of the pace by the interviewer
- Use of probing questions

UNMO may consider this technique appropriate when undertaking a verification task or seeking specific information. This method may be less effective when UNMO are interviewing a person to get information about a general situation, or their general views, because the active role of the interviewer may not give the interviewee an opportunity to offer additional useful information.

Slide 7



The nondirective technique is a method of interviewing in which the interviewee does most of the talking and finds solutions to problems with a minimum of assistance from the interviewer. The nondirective approach is characterized by:

- Avoidance of “yes” and “no” questions
- Use of questions calling for narrative type of responses
- Emphasis on the present rather than the past
- Frequent use of the silent question
- Reflection of the interviewee's comments
- Viewing the interviewee from his frame of reference instead of the interviewer's

This technique gives the interviewer a broad opportunity to see what might be relevant and gain a broad background of a situation. . However, this technique might not be as effective in obtaining very specific information, where a directive approach might be of better use.

Slide 8

Mixed Technique

Borrows from all fields

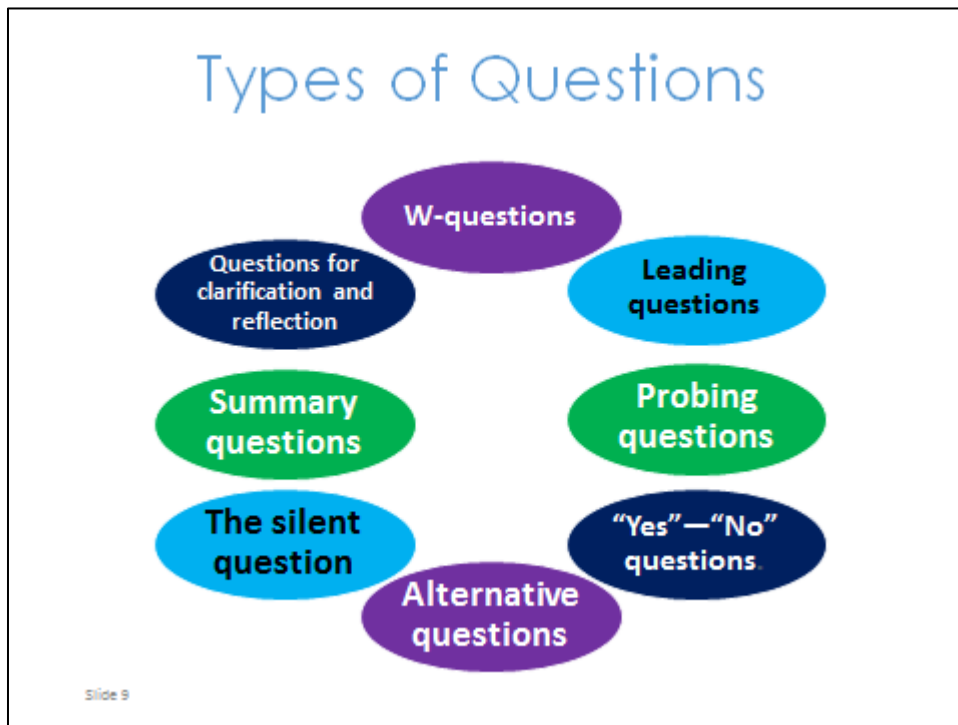
Tailor interview approach every time

Slide 8

The mixed or combined approach is one that borrows from all fields. Interviewers use the approach that is best suited to the occasion and the interviewee. It is the responsibility of interviewers to get the appropriate information and critical data, and evaluate the input. In order to accomplish this, interviewers must get the interviewees to talk. Whatever techniques enable the interviewer to do this effectively are good methods / techniques.

It may be useful to make changes during the interview between techniques. For example, the interview may start with a non-directive technique and if the interviewer provides some critical information, change to a more directive technique to ensure the data, information is accurately recorded.

Slide 9

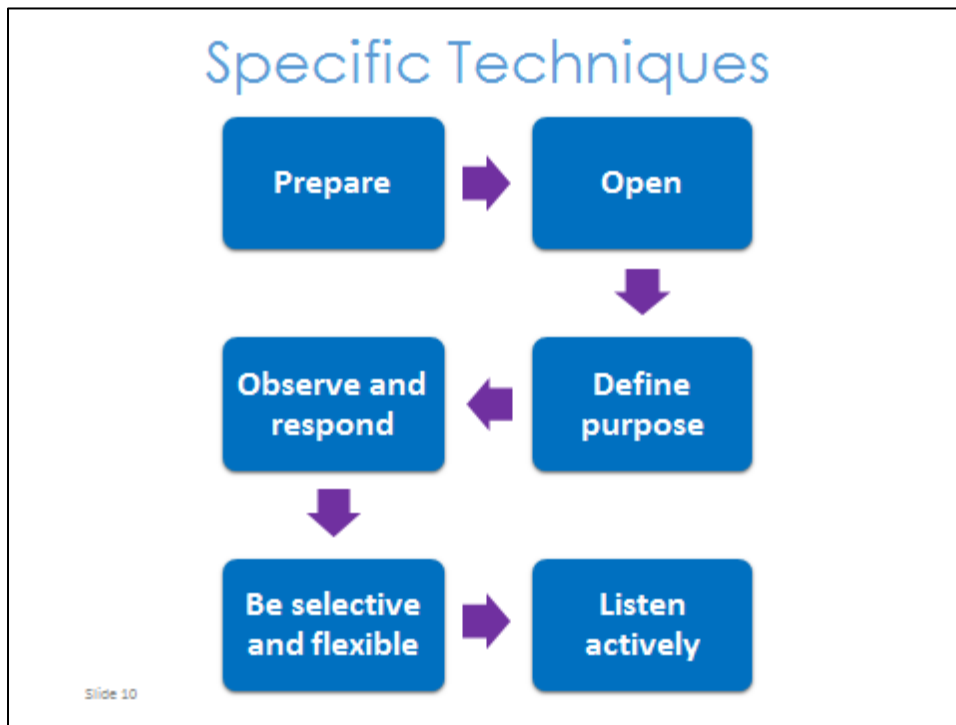


The interview's question is the most indispensable tool of the interviewer. It is essential, that the interviewer be familiar with the different types of questions needed to elicit the kind of information and data required. The following types are applicable in many interview situations:

- W-questions; "What," "When," "Where," "Who," and "Why" type questions fit most interviews. Primary uses of the W-questions are to get detailed answers, to determine missing information. When coupled with "how," these questions constitute the most valuable tool of the interviewer
- Leading questions appear to suggest or indicate a desired answer. For example, a leading question would be, 'Did you hear the leader of the government forces say that they came from Town X yesterday?' or This question conveys to the listener that you may have a preconceived answer, and they may feel that they should give the answer you want because you are in a position of authority, or that perhaps their information is wrong and they should agree with yours. The question can instead be put more openly 'Did you hear the leader say anything?' to encourage the interviewee to give their own answer

- Probing questions are used to get information in addition to that given in response to a general question. Probing questions are value in obtaining additional information of interest to you
- “Yes”—“No” questions are essential questions answerable by “Yes” or “No”. Use these questions sparingly because they limit the amount of information that can be obtained. Open questions give the interviewee more of a chance to get more information
- Alternative questions may be used to force a decision by the interviewee or for disposing of one topic and turning to another. Such question as, “Which do you prefer?” or, “if not, what will you do?” will serve to control the interview and focus attention upon the point at issue
- The silent question gives the respondent a chance to think and evaluate what has been said; it also gives an opportunity to recall the information you are seeking. It gives you time to consider the question and ensure the interviewee understands the question. Pauses and occasional silence is a technique to encourage the interviewee to volunteer more information
- Summary questions are commonly used to close an interview or used to summarise each phase of an extended interview. Typical summary questions are: “Have we covered the main points?” and “What conclusions have we reached?” A good summary will serve as a basis for any recommendations.
- Questions for clarification and reflection are essentially a “mirroring” of the interviewee’s answers. Emphasis is on the feeling of what is being expressed rather than on specific content. The interviewer captures and clarifies the essence of what the respondent says and reflects it; for example, ‘So what I’m hearing in our discussion is that the community is feeling apprehensive about the threats from XX armed group; is that right?’

Slide 10



The following techniques shown on this slide are specific techniques that may be of help to UNMO.

Prepare in advance. Detailed preparation is essential to the conduct of a successful interview. In preparing, the interviewer:

- Reviews information pertaining to the individual to be interviewed and situation
- Checks the interview site to confirm that it is suitable, secure, and available
- Establishes objectives of the interview and decides on techniques
- Sets time limits for the interview
- Prepares a list of questions

Open the interview. The interview should begin on time, but not abruptly. After introducing themselves, the interviewer should state the purpose of the interview. The interviewer should take the lead in establishing a relationship of mutual confidence by showing acceptance, letting the interviewee feel that their views are important, and that the UN is interested in hearing those views.

Define the purpose. It is essential that the interviewer and the interviewee have the same understanding of the purpose of the interview. If the interview is initiated by the UNMO, it is their responsibility to outline the purpose. When the interview is initiated by the other person, the interviewer through questioning gets the interviewee to define the purpose.

Observe and respond. To insure a good start and to frame the conversation on the bases of trust and respect, it is necessary to assess the behavior of the interviewee. The UNMO should look for signs that the questioning is making the interviewee uncomfortable or irritated; and if so, adjust techniques accordingly to ease the situation.

Be selective and flexible in use of techniques. The skilled interviewer varies their techniques and remains flexible. Observing how the interviewee responds and whether or not they are comfortable helps the interviewer adjust their technique to get information effectively.

Listen actively. It is the interviewer's responsibility to get information on which to base to solve problems and make recommendations. An effective UNMO interviewer is an effective listener. Listening is not a passive process. Good listening implies a genuine interest in what the individual has to say. The quality of listening can control another person's ability to talk." In active listening the interviewer listens for the full meaning and the choice of words. Also, active listening includes trying to understand the meaning "between the lines." The UNMO should respond by reflecting their understanding back to the speaker.

Slide 11

Dos

- Respect
- Speak slowly
- Get the interviewee talking
- Get the facts
- Confirm your understanding

Slide 11

- Respect the integrity of each person
- Speak slowly and in a well-modulated normal tone of voice. It is not only what you say that is important but how you say it
- Get the interviewee to talk, using different techniques appropriate to the situation. Interviews are conducted to get information. The skilled interviewer induces interviewees to talk by varying the type of questions and employing techniques such as restatement of an answer, clarification and reflection, interpretation, and short periods of silence
- Get the facts. It is the responsibility of the interviewer to get reliable information and to get all of it that is needed
- Lead without show of authority. The interviewer will adjust the tempo of the conversation to suit the individual who is being interviewed
- Confirm that you understand the information given to you. Similarly, if you provide any information, ensure that it is correct and has been understood by the interviewee. Whenever the interviewer gives out information, what they say is usually interpreted as being an official UN statement

Slide 12

Dos

- One question at a time
- Simple questions
- Restate answers
- Record data
- Summarize and close

Slide 12

- Ask only one question at a time and listen
- Ask simple questions that are easy to understand and translate
- Look at the person not the Language Assistant
- Restate the answer. The interviewer repeats the answer and says, "Is that right?" If the answer is incorrect or inadequate, the interviewee has an opportunity to clarify and perhaps give additional information
- Record all pertinent data, promptly and openly. Thoroughness in recording information is essential. Complete the record immediately after the interview
- Summarize. In most cases, before concluding the interview, a brief summary of what has been said and accomplished. Then the interview can be finished if both the interviewer and the interviewee have given the information as required

Slide 13

Don'ts

- Don't sit on the edge of the chair
- Don't fidget
- Don't waste time
- Don't hurry the interviewee
- Avoid leading questions
- Avoid "I"

Slide 13

This list is not exhaustive and all interviewers learn from experience what works best and what doesn't work in conducting an effective interview.

- Don't sit on the edge of the chair. This gives an impression that you are impatient with the interviewee
- Don't fidget. Pronounced and unnecessary body movements limit the ability of the interviewee to concentrate on the interview and can distract
- Don't waste time. In efficiency or lack of clear purpose may frustrate both the interviewer and the interviewee
- Don't hurry. It may require some time to get accustomed to the situation, to put the interviewee at ease
- Don't ask leading questions. Although this technique is sometimes effective in clarifying information already given, experienced interviewers avoid leading questions because it can affect the accuracy and the completeness of the information
- Avoid using the word "I" word. This is customarily used to express an opinion or relate a personal experience on the part of the interviewer

Slide 14

Don'ts

- Don't be patronizing
- Don't ask unnecessarily personal questions
- Don't be antagonistic
- Don't "set traps"
- Don't make promises!

Slide 14

- Don't be patronizing. In order to be effective, the interviewer must show respect
- Don't ask unnecessarily personal questions
- Don't be antagonistic. Accurate information cannot be obtained by threatening the interviewee. If the interviewee becomes antagonistic, the interviewer must use all their personal skills and qualities to restore a relationship of mutual confidence to complete the interview
- Don't try to set traps for or catch the interviewee. An UNMO interview is not a police interview or a court hearing
- Don't make promises to an interviewee. The interviewer should not commit to a course of action after the interview is over, and should never promise anything that is not within their power to deliver

Slide 15

Special Cases

Please coordinate with UN – experts and make sure their presence before interviewing:

- Children (Easy questions, guardians / parents to be present)
- Survivors of sexual and gender based violence
- Victims of Human Rights Violation

Because of its importance, early in the lesson it is necessary to provide you with an upfront caution or warning before we get into this lesson in more depth. In this lesson, we discuss general skills in interviewing which can be applied in most situations; however, there are some special cases that UNMO need to be aware of. These cases must be treated differently from other interviews.

The first one is interviewing children. In general, UNMO should not interview children directly. The lead for dealing with children in the mission is the civilian Child Protection Advisor, who is supported in each sector by Child Protection Units. UNMO should always work given their guidance in dealing with children and children's issues.

If it is necessary to interview a child and there is no one from the Child Protection Unit available, then questions should be limited to basic questions such as the child's name and age. Parents or caregivers should be present as well. Remember from the Core Pre-deployment Training Materials (CPTM) child protection training the basic principles of dealing with children for all UN peacekeepers is to show / do no harm, coordinate with other agencies, and always act in the best interest of the child.

The second special case is survivors of sexual and gender-based violence (SGBV). To interview a survivor about the SGBV that they experienced needs specialist knowledge and skills, otherwise the interview risks causing further harm to the person. There are many specialist agencies, often termed 'SGBV actors,' in the field to support survivors and UNMOs should utilize their expertise. They should take the lead in interviewing survivors.

If a survivor of SGBV approaches an UNMO for assistance, then the UNMO should do their best within the constraints of their tasking and skill to do so, including offering to refer them for support to specialist agencies and knowing which agencies to contact. Importantly, if possible, an UNMO and language assistant who are of the same gender as the SGBV survivor should conduct any interview. There is guidance on what to do, and what to say, when dealing with survivors of SGBV included in the references in this lesson.

In all cases, ensure you keep detailed notes and always report to your chain of command / leadership.


Slide 16

Personal Qualities

 **Personal appearance**

 **Freedom from bias**

 **Interest in people**

 **Ability to meet people**

Slide 15

The following are qualities that can assist in conducting an effective interview. This list of qualities may be used as a guide for the selection of interviewers or by experienced interviewers to improve their own performance.

Personal appearance. The personal appearance and personality of the interviewer should create a good impression. They should conduct interviews in a dignified manner with respect for the culture and customs of the local area.

Freedom from bias. Personal bias cannot influence a skilled interviewer.

Sincere interest in people. The genuine interest shown to a person or group is a quality which can be developed by associating with people from all levels of social, economic, and cultural status. Understanding and a sympathetic appreciation of the local population interests and problems can help in this area. By showing an interest in the respondent, the interviewer develops an increased capacity for gaining the respondent's confidence and assuring future cooperation.

Ability to meet people. An effective interviewer must possess personal attributes to be courteous, serious, and conscientious. These attributes help to convey sincerity during an interview, and encourages cooperation from interviewees from all groups in their society.

Slide 17

Lesson Take Away

- General interviewing techniques (directive, non-directive or mixed)
- Different types of questions can help obtain information
- Respect the Dos & Don'ts
- Special approaches needed for children, SGBV survivors and victims of HRV
- Develop personal qualities to support your interviewing skills

Summary

This lesson has provided some basic interview types and techniques which can usually be applied by UNMO when they are carrying out their duties on mission. However, there are some special cases to be aware of, where a different approach and specialist expertise is necessary. They particularly include children and survivors of SGBV.

For general interview tasks, UNMO need to be able to apply directive, non-directive or mixed approaches to interviews, and use different types of questions to obtain all the information they need and to ensure that it is accurate. This will require the interviewer to be flexible and to change their approach as they conduct the interview if they assess that a different technique is needed.

Honing interview skills is a continuing process of development which requires interviewers to reflect on each interview they conducted, what worked and what didn't work, and then improve and refine, and develop their skills and personal behaviour that will help improve the next time they conduct an interview.

Learning Activity**3.4**

I. Abridged Learning Activity; if time is limited.**TIME**

3-5 minutes

PREPARATION

Ask the participants to answer the following questions.

NOTES TO INSTRUCTORS:

Reinforce the learning outcomes and assess the knowledge of the group and individuals.

Questions:**1. Which are the techniques of interviewing?**

Answer: Directive technique, nondirective technique and the mixed approach.

2. Mention 3 types of questions which can be used in an interview.

Answer: For example, W-questions, leading questions and probing questions.

II. If time permits, recommend conducting the more comprehensive Lesson 3.4 Scenario Based Role Playing Exercise Learning Activity in Annex B of this STM

Lesson 3.5



Weapons, Vehicles, Aircraft Recognition

The Lesson



Starting the Lesson

Note to instructor – recommend that the instructor supplement this lesson with photos and diagrams from the internet images.

Slide 1



Lesson 3.5 Weapons, Vehicles, and Aircraft Recognition

1

The aim of this lesson is to provide peacekeepers with information to familiarize them the principles and basic skills to recognize small arms, vehicles and aircraft that may operate in the United Nations mission area. As an UNMO you may be assigned to verify weapon storage sites, assist in the DDR process, and or report on equipment / weapon systems used in a conflict. It is important that UNMO have a base skill set for identifying these items.

Slide 2

Lesson 3.5 Content

- Small arms and light weapons (SALW)
- Military vehicles description
- Aircrafts types and description

2

Here is the content of the lesson.

Slide 3

Learning Outcomes Lesson 3.5

- Explain the basic construct of small arms and light weapons
- Outline the framework for vehicle recognition
- Outline the framework for aircraft and UAV recognition
- Identify basic small arms and light weapons, military vehicles, aircrafts commonly found in UN Peacekeeping Missions

3

At the end of this lesson you should be able to perform the actions described on the slide. Please take a moment to read and understand the requirements. This may help you to focus on the most relevant aspects of the lesson.

Slide 4

Small Arms and Light Weapons (SALW)		
Small Arms	Light Weapons	Ammunition and Explosives
Revolvers pistols	Heavy machine guns	Cartridges / rounds
Rifles Carbines	Hand-held under-barrel Mounted grenade launchers	Shells, missiles for light weapons
Sub-machine guns	Portable anti-tank Anti-aircraft guns	Hand grenades
Assault rifles	Recoilless rifles	Land mines
Light Machine guns	Portable launchers of anti- tank missile or rockets systems and anti-aircraft missile systems	
	Mortars caliber of less than 100 millimeters	

4

Let us begin with the most prominent item of equipment in a conflict area. Small arms and light weapon are any man portable lethal weapon that expels or launches, that is designed to expel or launch, or may be readily converted to expel or launch a bullet or projectile by the action of an explosive.

Small arms, weapons designed for individual use. They include, among others, revolvers and self-loading pistols, rifles and carbines, sub-machine guns, assault rifles and light machine guns. Also include are other weapon or destructive device such as an explosive bomb, incendiary bomb or gas bomb, grenade, rocket launcher, missile, missile system or 'Ammunition', meaning the complete round or its components, including cartridge cases, primers, propellant powder, bullets or projectiles, that are used in a small arm or light weapon.

Light weapons are designed for use by two or three persons serving as a crew, although some may be carried and used by a single person. They include heavy machine guns, grenade launchers, portable anti-aircraft guns, portable anti-tank guns, recoilless rifles, portable anti-aircraft missile systems, and mortars of less than 100 millimetres calibre.

Slide 5



Here are pictures of some of the basic small arms and light weapons used in a conflict area.

Slide 6

Armored Fighting Vehicles

- Main battle tanks
- Self propelled artillery
- Armored personnel carriers (APC)
- Armored infantry fighting vehicles (troop carriers)
- Reconnaissance vehicles
- Combat support vehicles

Acquiring the ability to recognize armoured fighting vehicles (AFVs) can be complicated. There are thousands of different vehicles produced over the years, with modifications, making identification extremely difficult. As an UNMO it is not important to know the precise name of the vehicle, but rather to know how to recognize its role. If you can recognize the role of a vehicle you will be able to report the important information about it. Usually, vehicles in a category share a number of obvious characteristics. Identifying these characteristics generally results in identifying the AFVs role. These are major roles assigned to AFV:

- Main battle tanks
- Self-propelled artillery
- Armoured personnel carriers
- Infantry fighting vehicles
- Reconnaissance vehicles
- Combat support vehicles

The Main Battle Tank fires directly at targets. They are equipped with heavy armor for protection from other weapons. Tanks are normally tracked, thereby achieving lower ground pressure. Main battle tanks have the following characteristics:

- Tracked suspensions
- The engine is usually located at the rear
- A large main armament, usually over 100 mm caliber
- Turrets, usually centrally located on the hull
- Sloped, angled or rounded armor on the front of the hull and turret
- Low hulls and turrets for a small silhouette

Armored Personnel Carriers (APCs) and Infantry Fighting Vehicles (IFVs) are lightly armored vehicles that are used to transport troops; conduct armored reconnaissance, and; such as the IFV, fight from the vehicle. These two systems have the following characteristics:

- Large hulls
- Exit door located at the rear
- The engine typically in the front of the hull
- Tracked or wheeled
- May or may not have a turret, while an IFV have turrets
- APCs may be armed, IFV are always armed
- IFVs will have a main armament of 20 mm caliber or higher
- Firing or observation ports along the side of the hull
- Usually a higher hull than a tank

Reconnaissance Vehicles are difficult to identify. This is because they often look very similar to IFVs and sometimes are the same chassis. They will often have the following characteristics:

- Usually, smaller in size
- Most lack room to carry additional troops
- Lightly armed
- Most have wheeled suspension

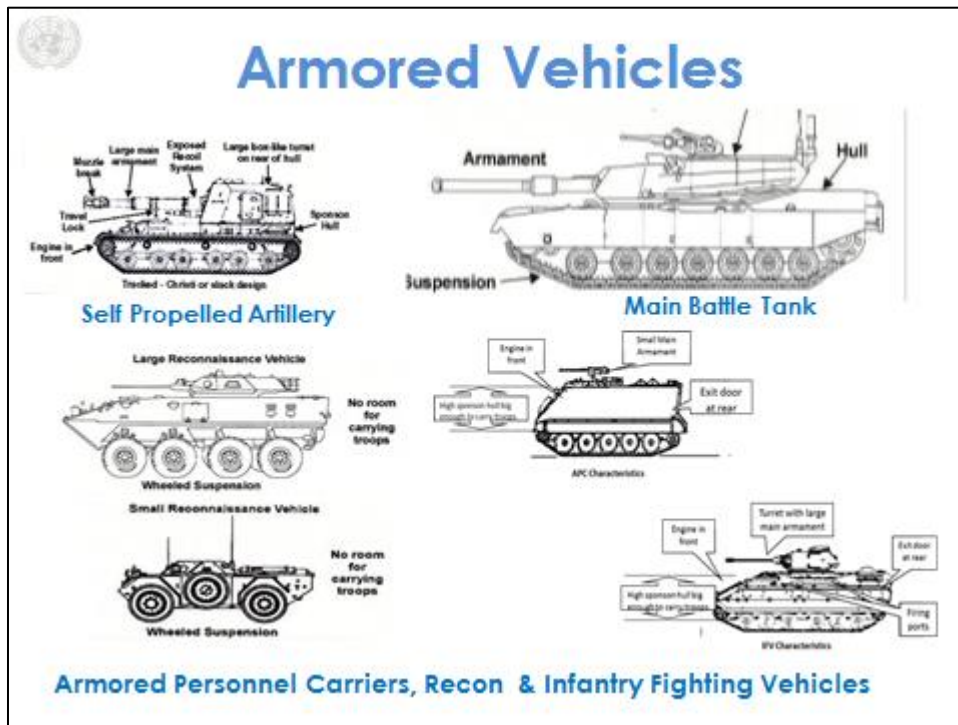
- Most are lightly armored
- Similar to an APC / IFV in appearance

Combat support vehicles include vehicles such as bridge layers, mine clearing, recovery, and engineering vehicles that support forces. They can be identified by the various forms of specialized kit on the vehicle that help accomplish a unique task.

Here are a few examples:

- A bridge on top of a vehicle hull is a bridge layer
- Cranes, dozer blades, scooping devices are recovery or engineer vehicles
- Large rollers, ploughs and flails are found on mine clearing vehicles

Slide 7



Here are a few basic diagrams with major components of armored vehicles that are armed.

Slide 8

Main Aircraft Types

- Fighters
- Bombers
- Transports
- Airborne warning/electronic warfare aircraft
- Transport helicopters
- Attack helicopters
- UAVs

Aircraft recognition can be challenging. European, American and Asian countries have built their own types of aircraft. Once again, it is important to know the role of an aircraft more than its specific name. Here are the main aircraft types:

- Fighters
- Bombers
- Transports
- Electronic warfare aircraft
- Transport helicopters
- Attack helicopters
- UAVs

Aircraft share similar characteristics. Identifying these common elements will help to identify the role of the aircraft. There are four major components an aircraft that help us determine the role. To facilitate aircraft identification, we use a helpful acronym- WEFT:

- **W**-Wing, the lifting surface of the aircraft
- **E**- Engine, the propulsion system

- **F-**Fuselage, the central body of the aircraft, designed to accommodate electronics, crew, passengers and cargo. Is the structural body.
- **T-** Tail consists of the fixed vertical stabilizer, rudder, elevators

Fixed wings are attached permanently to the body of the aircraft and cannot be moved. Until the development of the helicopter, all aircraft had fixed wings. Positional include three wing positions for fixed-wing aircraft and they are high-, mid-, and low-mounted as seen on this slide. Slant is the vertical angle of the wing, with respect to a horizontal line drawn through the fuselage.

Fighter Aircraft can be used as an interceptor, a reconnaissance or ground attack aircraft. Interceptors control airspace and deny enemy aircraft access to airspace. Reconnaissance aircraft locate targets visually, by photography or electronically. Ground attack aircraft conduct attacks against ground targets, including interdiction and close air support missions. Fighter aircraft have the following characteristics:

- Weapons mounted under or on top of the wings
- Engine intakes are situated on the side or under the fuselage
- Smaller than most other types of aircraft
- Have one or two tails
- Horizontal stabilizer/elevators are situated on the fuselage
- Maximum crew capacity is normally two

Bomber Aircraft are designed to attack ground targets from high or low altitude. Compared to fighters, bombers are usually bigger and slower. Bombers have the following characteristics:

- Weapons mounted under the wings or bomb bay
- Modern bombers have jet engines and often have multi-engines
- Strategic bombers have longer wings than other aircraft
- All have long tails
- Cabin area is larger
- Fuselage is longer and thinner than most aircraft

Transport Aircraft are employed to transport material, vehicles or personnel. Compared to other types of aircraft, transports usually operate from makeshift airfields. Transport aircraft have the following characteristics:

- High mounted wings

- Engines situated on or under the wings
- Jet or turbo-prop engines, normally multi-engines
- Wide fuselage
- Rear cargo ramp to facilitate loading and unloading
- Large, high tail section

Electronic warfare (EW) aircraft often resemble attack aircraft. Their mission is to jam enemy communications and air defense radars. EW aircraft usually have an electronics pod and larger sensors on the tail or under the wings.

Transport Helicopters move equipment and troops and have the following characteristics:

- Unarmed or have machine guns
- A wide fuselage to accommodate troops and equipment
- Many have two rotors
- Equipped with a rear ramp or side door
- Pilot and copilot sit side by side

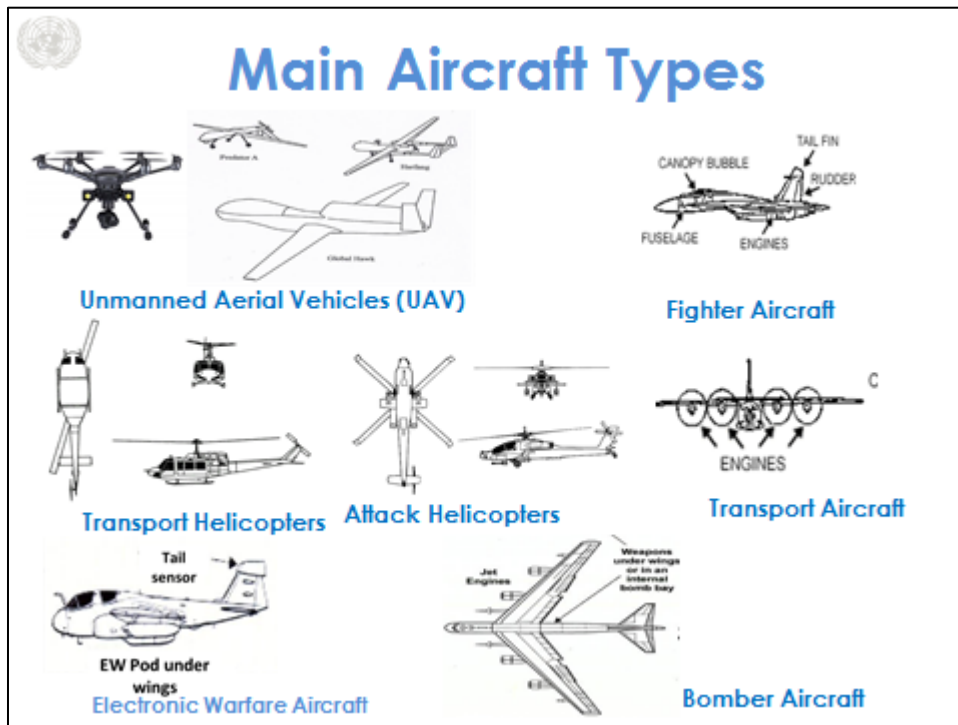
Attack Helicopters are employed to conduct patrols, escorts, counter-attacks, and raid operations. Attack helicopters have the following characteristics:

- Long, thin fuselage
- Weapons pods mounted on sides of the fuselage or winglets
- Cannons or machine guns mounted on nose (chin) of the helicopter
- Gunner and pilot normally seated in tandem

An Unmanned Aerial Vehicle (UAV) is an aircraft piloted by remote control or onboard computers. UAVs does not carry a human operator and can be rotary (Drone) or fixed wing (jet or propeller). UAVs are designed to be recoverable but can be expendable. They can carry a lethal or non-lethal payload. Often, UAVs carry video cameras and sensors for the purpose of reconnaissance. Strategic or strike / combat UAVs can operate up to 65,000 ft, within long ranges. UAVs can be classified according to their range and endurance:

- Close-range
- Short-range
- Mid-range

Slide 9



Here are some diagrams that may help show some of their characteristics.

Slide 10

Lesson Take Away

- Small arms - pistols, rifles, sub / light machine guns, small bombs, grenades, rocket / missile launchers, portable anti-tank / aircraft weapons, and small calibre mortars
- Primary armoured vehicles are tanks, self-propelled artillery, APC / IFVs, recon
- Aircraft types - fighters, bombers, transports, EW, transport helicopters, attack helicopters, and UAVs

10

Summary

Let us review some of our key lesson points:

- Small arms are revolvers, pistols, rifles, sub / light machine guns, assault rifles, small bombs, grenades, rocket / missile launchers, portable anti-tank / aircraft weapons, and small calibre mortars
- The primary roles for armoured vehicles are tanks, self-propelled artillery, APC / IFVs, recon
- Main battle tanks have robust armour, track suspensions, engine in rear, a large armament (100mm calibre plus), and turret
- Aircraft types include; fighters, bombers, transports, EW, transport helicopters, attack helicopters, and UAVs

Learning Activity

Lesson 3.5

RESOURCES:

N/A

TIME:

10 minutes

PREPARATION:

N/A

NOTES TO INSTRUCTORS:

Read each question below one at a time and then select a student to answer. Continue to ask the questions and select students. Reinforce topics or discuss as needed.

1. What are primary roles of armoured vehicles?

Answer: Main battle tanks, self-propelled artillery, armored personnel carriers / armored infantry fighting vehicles (troop carriers), and reconnaissance vehicles

2. What are examples of SALW?

Answer: Revolvers and self-loading pistols, rifles and carbines, sub-machine guns, assault rifles and light machine guns, small explosive bombs, grenade, rocket launcher, missile, missile system or 'Ammunition', including cartridge cases, primers, propellant powder, bullets or projectiles, that are used in a small arm or light weapon, heavy machine guns, hand-held under-barrel and mounted grenade launchers, portable anti-aircraft guns, portable anti-tank guns, recoilless rifles, recoilless rifles, portable launchers of anti-aircraft missile systems, and mortars of a caliber of less than 100 millimeters.

3. What are the four components of AFVs?

Answer:

- Hull
- Armaments
- Turret
- Suspension

4. What are the primary roles for armored vehicles are:

Answer:

- **Main battle tanks**
- **Self-propelled artillery**
- **APCs /IFVs vehicles (troop carriers); reconnaissance vehicles**

5. What are the main aircraft types?

Answer:

- **Fighters**
- **Bombers**
- **Transports**
- **Electronic warfare aircraft**
- **Transport and attack helicopters**
- **UAVs**

Lesson

3.6



Disarmament, Demobilization and Reintegration (DDR)

The Lesson



Starting the Lesson



For an interactive start to this Lesson, ask the participants if they have had experience in a UNPKO and had experienced challenges or exposure to DDR.



Recommend that instructors review the UN DDR Operational Guide; Instructors should understand the scope of the DDR processes and programs, and apply the knowledge in UNMO's roles and tasks in the facilitation of the phases and processes in a complex UN peacekeeping operation.

Overview:

DDR is an important role in post-conflict efforts to prevent the resurgence of armed conflict and the creation of conditions necessary for sustainable peace and longer-term development. It forms part of a broader post-conflict peace building agenda which may include measures to address small arms and light weapons (SALW), mine action activities or efforts to redress past crimes and promote reconciliation through transitional justice.

In an environment in which UN peacekeeping missions take place, the primary contribution by the military component to DDR is to provide security. The military component also contributes through the gathering and distributing of information, as well as by monitoring and reporting on security issues. Military ammunition and weapons expertise contributes to the technical aspects of disarmament.

Slide 1

Module 3: Disarmament, Demobilization and
Reintegration (DDR)

Lesson


3.6



Disarmament, Demobilization and Reintegration (DDR)

This lesson provides you an overview of DDR and how UNMO support and contribute to the process.

Slide 2




Lesson Content

- What is DDR
- Participants and beneficiaries
- UNMO roles in DDR

These are the topics we will cover during this lesson.

Slide 3



Learning Outcomes

- Explain the UN approach to DDR
- Identify the participants, beneficiaries and actors
- Describe the UNMO role in supporting DDR

Let's review the learning outcomes for lesson.

Slide 4



What is DDR



- Reintegration following a conflict
- Ex-combatants, armed groups, abductees, dependents, civilian returnees , communities
- Political, military, security, humanitarian, socio-economic dimensional process

4

The objective of the DDR process is to contribute to security and stability in post-conflict environments so that recovery and development can begin. The DDR of ex-combatants is a complex process, with political, military, security, humanitarian and socio-economic dimensions.

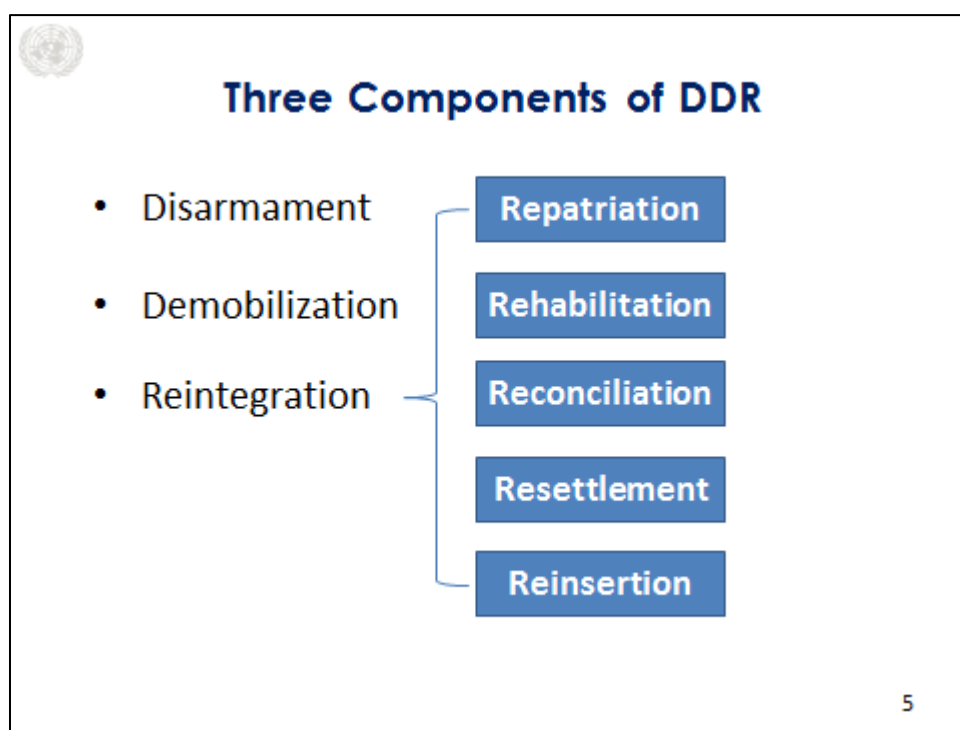
DDR aims to deal with the post-conflict security problem that arises when ex-combatants are left without livelihoods or support networks - other than their former comrades - during the vital transition period from conflict to peace and development.

Through a comprehensive process of disarming combatants, preparing them for civilian life and providing them with opportunities for sustainable social and economic reintegration, DDR aims to support this high-risk group so that they become stakeholders in the peace process. DDR should support the following:

- Planned and coordinated in the framework of the peace process
- Linked to security sector reform (SSR)
- Comprehensive approach
- Linked to processes of national capacity-building, reconstruction and development

- Encourage trust and confidence in communities receiving ex-combatants
- Deal with root causes of the conflict
- Be flexible to meet specific needs of a particular country (and region)

Slide 5



The UN uses the concept and abbreviation 'DDR' as an all-inclusive term that includes related activities, such as repatriation, rehabilitation, reconciliation, resettlement, and reinsertion that aim to achieve sustainable reintegration.

Integrated disarmament, demobilization and reintegration (DDR) is part of the United Nations (UN) system's multidimensional approach to post-conflict peace-building and reconstruction. It is based on a set of principles for planning and implementing integrated DDR processes and concrete mechanisms to guarantee coordination and synergy in these processes among all UN actors.

Slide 6



Disarmament

- Collection of Weapons
- Documentation
- Control and Disposal



Disarmament is the collection, documentation, control and disposal of small arms, ammunition, explosives and light and heavy weapons of combatants and often also of the civilian population. The collection of weapons is often conducted to reduce the number of arms circulating in a country. The documentation of weapons and the targeted groups are also important due to the next dealing procedures to them.

DDR shall avoid attaching monetary value to weapons as means of encouraging their surrender. Before the disarmament process starts, there should be an agreement among all parties. The UN recognizes that the automatic destruction of collected weapons is best practice. The decision to retain weapons should be respected where legitimate and impartial governments are restructuring the national armed forces as part of SSR.

Slide 7



How is Disarmament Done

- Targeted groups
- Foreign irregulars
- Disarmament of police
- Mine clearance
- Disarmament by neutral party
- Collection of weapons
- Light weapons






The safety and security of UN and non-UN personnel are essential in disarmament programmes. The humanitarian principles of neutrality, impartiality and humanity shall always apply

Groups for disarmament include government forces, opposition forces, civil defence forces, irregular armed groups, and foreign forces.

Foreign irregulars who are to be escorted out of the country by international monitors should be subject to the same disarmament requirements as nationals under arms.

Mine clearance or demining also constitutes an important component of disarmament.

Disarmament is normally done before entering a cantonment. The disposition of heavy weapons such as artillery, tanks and planes is usually specified in the peace agreement. Disarmament by a neutral party can be conducted if all parties to the conflict agree on disarmament of their combatants and civilians


Light weapons can be found in households, years after the end of a conflict. Experience from many countries shows that possession of such weapons still leads to community violence.

Slide 8



Demobilization

Formal and controlled discharge of active combatants from armed forces or other armed groups



8

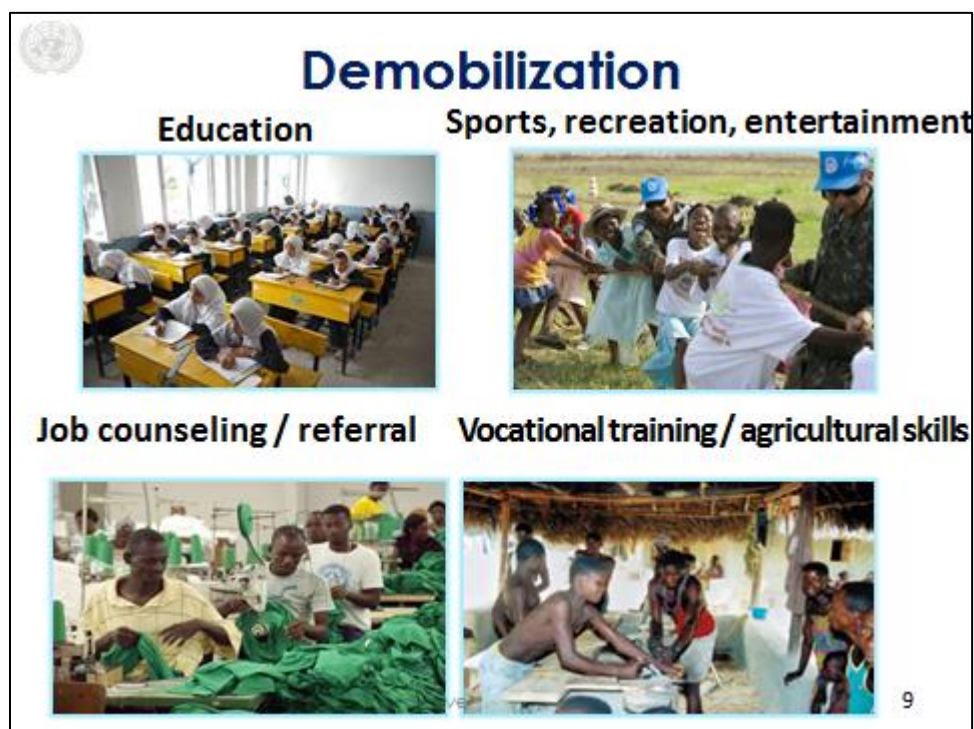
Demobilization is the discharge of active combatants from armed forces or other armed groups. The first stage of demobilization is the processing of individual combatants in centres, camps designated for this purpose. The second stage of demobilization is the support provided to the demobilized, which is called reinsertion.

The process of demobilization can be transitional or conducted at purpose-built cantonments. Here individuals are registered, screened and processed for reintegration programs to begin their transition to civilian life.

Combatants may or may not receive benefits or some form of compensation and other assistance. A "transitional support allowance" covers subsistence and may include a transportation voucher to allow them to return to their home regions.

United Nations peacekeepers, UNMO may be called on to assist and guide the contractors undertaking the DDR work. The UN has adopted integrated DDR standards in an attempt to standardize the terminology and approach in DDR programs.

Slide 9



A good screening process can be a cost-effective means of achieving processing objectives. The goal should be to create circumstances whereby the ex-combatant becomes independent and self-sustaining.

Sports, recreation, entertainment are programs on the encampment. The DDR experience in Mozambique, for example, demonstrated that the budgetary investments in local cultural activities, music, dance, drama and even soccer balls were low in cost yet yielded high returns.

Educational classes in basic literacy and arithmetic, national language and country-based information help prepare for reintegration.

Vocational skills and agricultural training help prepare for reintegration and affirm the commitment of the government and international community to the ex-combatants' welfare.

Job counselling and referral enable vocational skills, capacity and aptitude to be assessed; ex-combatants to investigate their prospects; and referrals for employment and social services.

Job counselling and referral enable vocational skills, capacity and aptitude to be assessed; ex-combatants to investigate their prospects; and referrals for employment and social services.

Slide 10



Reintegration

The process by which ex-combatants acquire civilian status and gain employment and income



Reintegration is the process by which ex-combatants acquire civilian status and gain sustainable employment and income. Reintegration is essentially a social and economic process with an open time-frame, primarily taking place in communities at the local level. It is part of the general development of a country and a national responsibility, and often necessitates long-term external assistance.

In most demobilization and reintegration programs, ex-combatants go through reinsertion stage where they receive some form of material and financial assistance before leaving the cantonment sites. The principal objective of such aid packages is to assist the ex-combatants in their initial transition from a military to a civilian environment.

There cannot be a blueprint for the content of an ideal aid package that supports resettlement of ex-combatants. All resettlement efforts, however, should include provisions for some form of aid package to help ex-combatants in starting their civilian life. The package should directly relate to such immediate, day-to-day needs as food, clothing, shelter, transportation and education.

While reintegration is a long-term, continuous social and economic process of development, reinsertion is short-term material and/or financial assistance to meet immediate needs and can last up to one year.

Slide 11

Who is DDR for?

- Members of armed forces and groups
- Abductees
- Dependents
- Civilian returnees
- Communities




The majority of participants in DDR programmes are members of armed forces and groups who served in combat and/or support roles. These members are usually men, although most members will have been actively engaged as combatants, many will have carried out logistic and administration tasks, or have been women and girls used for sexual exploitation.

Abduction or forced recruitment is a serious violation of human rights law. Men, women and children are all vulnerable to abduction or forced recruitment by armed forces and groups. The UN works for the release of abductees associated with armed forces and groups. From the start of the DDR programme, the priority must be to identify those who were abducted so that they can be released and assisted accordingly.

Where dependents have accompanied armed forces or groups during the armed conflict, the unity of the family shall be respected throughout DDR. In relation to dependents, DDR practitioners should:

- Develop criteria for establishing dependent status
- Provide dependents with access to information and counseling
- Provide for the needs of cantonment


- Include dependents in return plans to communities of origin
- Formulate policies regarding access to reintegration benefits
- Provide for the special needs of the vulnerable
- Ensure family tracing is available for those who have been separated

Individuals associated with armed groups are not granted refugee status by the Office of the UN High Commissioner for Refugees (UNHCR), as they may have committed serious human rights violations or war crimes. However, this does not prevent ex-combatants, possibly self-demobilized, from being present among refugee and returnee populations. Consultation with UNHCR and refugee/internally displaced persons (IDPs) committee is required before determining eligibility to enter the DDR programme.










While the initial focus of DDR is on members of armed groups and forces, communities often gain from the process. For example, they become safer when ex-combatants are disarmed, demobilized and assisted to become productive members of society.

Conversely, badly planned and executed DDR can be a threat to communities. Communities are important indirect beneficiaries of reintegration assistance, and should be allowed to participate in the planning and implementation of reintegration.

Slide 12




Participants and Beneficiaries

		
Members armed forces	Disabled people	Dependants
		
Communities	Women	Youth
		
Children	Civilian returnees	Abductees



A successful integrated DDR process leads to the transformation of individuals from combatants to civilians and of societies from conflict to peace. These complex changes are brought about by a range of local, national and international actors working in partnership to achieve a common goal: sustainable peace.

Slide 13



UNMO Contributions to DDR

- Information gathering and reporting
- Information dissemination
- Community engagement
- Program monitoring and reporting


Information-gathering and reporting. UNMO can contribute to DDR operations by seeking information on the locations, strengths and intentions of former combatants who may or will become part of a DDR program. Parties to the conflict are often reluctant to fully disclose troop strengths and locations, and it would also be naive to assume that all combatants fully accept or trust a peace process. As a result, accurate figures on weapons and ammunition which are expected to be collected during the program may never be available; hence there must be some degree of flexibility included in the technical part of the program.

Information Dissemination. UNMO are normally widely spread across the post-conflict area and therefore are postured to assist in DDR by distributing information. This is particularly useful when command chains and communications are lacking. An information campaign should be planned and monitored by the mission DDR cell and public information staffs.

Reporting. UNMO can assist the mission DDR staff by monitoring and reporting on the aspects of the progress. This work must be managed in conjunction with the JOC.

Liaise. UNMO can also liaise between the military component and civilian component during different phases of the DDR processes.


Slide 14



UNMO Contributions

- Monitoring separation
- Monitoring withdrawal and disbandment
- Manning reception centers
- Registering and collecting weapons, ammunition and explosives
- Registering ex-combatants
- Investigations
- Screening and evaluation

United Nations Military Observers



Screening and Evaluation can be a critical role played by UNMO. Eligibility should be considered for each component of the DDR. For example, unarmed members of armed forces and groups are not eligible for disarmament, but should be eligible for demobilization and reintegration; dependents are not eligible for disarmament and demobilization, but should be eligible for reintegration; while abductees and children may need to be disarmed, but may not be formally demobilized, and should be eligible to receive reintegration assistance.

UNMO should consider and plan for specific issues related to sexual violence and children during screening. Ensuring a female UNMO is on site can be crucial to the screening process.

Slide 15



Key Considerations

- Women
- Youth
- Children
- Disabled Persons
- Gender
- Sexual Violence
- Resources for UNMO




UNMO must consider the impact of sexual violence and the needs of children when conducting screening. Make yourselves aware of available related resources in the Mission.

The disarmament process should be prepared to deal with disabled and chronically ill/wounded combatants, female combatants or those associated with armed forces and groups, children associated with armed forces and groups and dependents. These special groups should be screened, and should be assisted by specialists, such as child protection and gender officers / advisors and medical staff, as appropriate.

Female members of armed forces and groups who participated in armed conflict and support roles should be part of the DDR processes. In the past, these cases have often 'self-demobilized' and experienced difficulties in civilian life.

Women should participate in all stages of DDR, from programme development, to implementation, to monitoring and evaluation, and that their special needs are taken into account during all stages of the DDR process.

A large proportion of the members of armed forces and groups are between 15 and 24 years old. The recruitment of boys and girls under the age of 18 into armed forces and groups is illegal. These young ex-combatants may have been recruited as children, but were not demobilized until they became young adults. These are special cases in DDR and should be considered.

To successfully provide for children's needs, the DDR programme development and implementation should be participatory, and registration strategies should be adapted to meet the needs of children in each post-conflict situation.

Slide 16



Lesson Take Away

- DDR is an important aspect of reintegrating armed groups, abductees, dependents, civilian returnees and communities following a conflict
- UNMO play an important role in the process

Summary

Let us review. In this lesson we discussed the different aspects of DDR, its purpose, who benefits from the process and how UNMO can contribute to the process. We also focused on some key considerations that UNMO should maintain in the screening process. Good planning practices and integration into the other aspects of the mission.

Learning Activity

3.6

I. If time is limited conduct this short Learning Activity for Lesson 3.6.

RESOURCES

N/A

TIME

3-5 minutes

PREPARATION

Ask the participants to answer the following questions.

NOTES TO INSTRUCTORS:

Reinforce the learning outcomes and assess the knowledge of the group and individuals.

Questions:

1. What are the three components of DDR?

Disarmament, Demobilization and Reintegration

2. When assisting the DDR process by screening participants, what issues should you pay careful attention to?

Answer: Victims of sexual violence, women, youth, children, the disabled.

3. Who is DDR for?

Answer: Members of armed forces and groups, abductees, dependants, civilian returnees, communities.

II. If time permits, recommend conducting the more comprehensive Lesson 3.6 Scenario Based Role Playing Exercise Learning Activity in Annex B of this STM

Lesson 3.7



Mines, Explosive Remnants of War, Improvised Explosive Devices, Crater Analysis

The Lesson



Starting the Lesson



For an interactive start to this Lesson, ask the participants if they have had experience in a UN Peace Operation. Ask them to tell the group about their specific challenges with and exposure to explosive threats. Ask if any member of the group has ever conducted a crater analysis.

Note to instructor – recommend that lesson 3.7 be presented by a trainer who has some personal experience with explosive hazards or UNMAS staff.

Recommend- that instructors review the UN IED Threat Mitigation Handbook and the Landmine, ERW and IED Safety Handbook

Slide 1



Lesson 3.7

Mines, Explosive Remnants of War (ERW), Improvised Explosive Devices (IED) and Crater Analysis

1

Mines, ERW and IEDs remain a threat to all UN and civilian personnel in mission. It is critical that military observers are able to recognize the threat and take precautions to mitigate these threats. The aim of this lesson is to provide you an overview of explosive threats that may be encountered, best practice on safety, and to inform UNMO's of the methodologies and purpose of conducting crater analysis.

Slide 2

Lesson 3.7 Content

- Mines, Explosive Remnants of War (ERW)
- Improvised Explosive Devices (IED)
- Safety and best practice
- Crater analysis

2

These are the topics we will cover during this lesson. The UNMO's who work in areas that have experienced armed conflict may be confronted with the threat posed by land mines, unexploded or abandoned ordnance, abandoned military vehicles and equipment, and other explosive remnants of war (ERW).

Landmines may block access to project sites or pose a direct threat to safety even years after a conflict has officially ended. When working in such areas, UNMO and organizations must be aware of the physical threats posed by a huge variety of armaments left during and after conflict.

It is thus necessary to protect one self, to be aware of the threat and to take appropriate preventive action. This section aims to help identify mines and ERW (the term includes UXO and abandoned ordnance but excludes landmines), and explains how they work and their effects.

This section also explains the fundamentals of crater analysis. The projectile direction of flight can be determined fairly accurately from its crater or ricochet furrow.

Slide 3

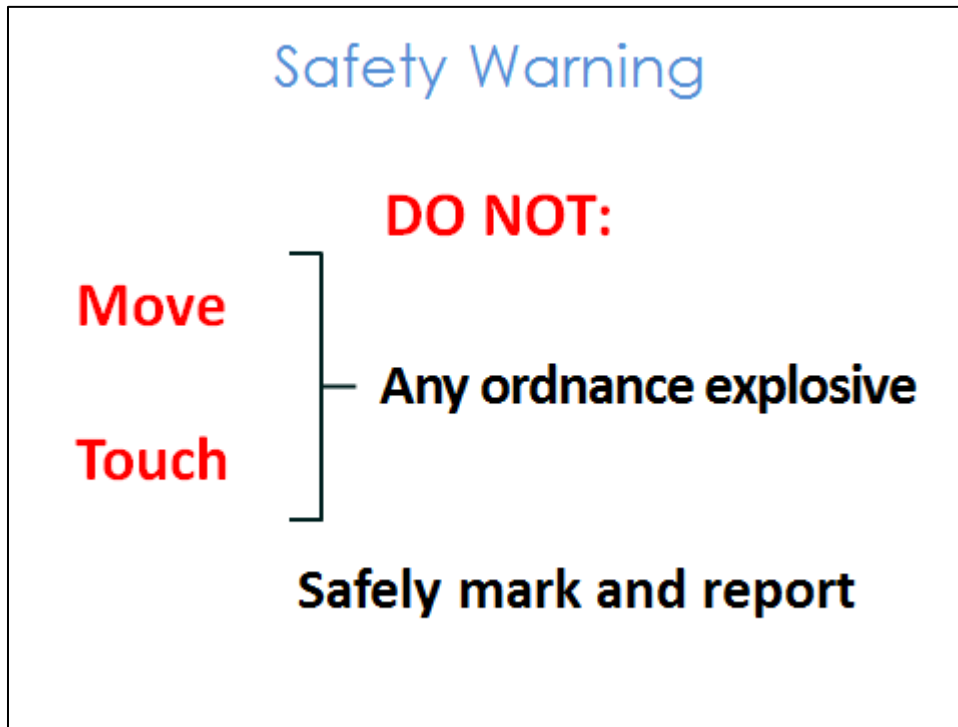
Learning Outcomes Lesson 3.7

- Explain how to operate in a mined mission area in a United Nations peace operation environment
- Identify indicators of IEDs, components and mitigation measures
- Explain the basic procedures for crater analysis

3

Let's review the Learning Outcomes for this lesson. By the end of this lesson you should have a basic knowledge and a familiarization of explosives in a UN Peace Operation mission area and the procedures for crater analysis.

Slide 4



This training will NOT make you an expert. Any item of explosive ordnance that has been found outside of a safe storage depot should never be touched. Coordinate with experts within the mission from Military EOD units or technical experts from the UN Mine Action Service so that the explosive hazard can be properly cleared and disposed of.

- Reinforce the need to mark and record the location of hazards found
- Only, where possible and safe to do, mark the hazard so that others do not accidentally cause the item of explosive ordnance to initiate
- Consult your Mission SOP for the proper reporting procedures on explosive hazards. There are several different ways such as the 9-line UXO/IED report. The UN's IED Threat Mitigation Handbook for Military and Police provides an example

Slide 5

UNMO Roles / Responsibilities

- Observe
- Monitor
- Assess
- Verify
- Report



Reinforce the need to develop partnerships with relevant experts on explosive hazards. An UNMO needs to be able to observe, monitor, report, assess and verify on the presence of explosive hazards. They are not required to remove the hazard – merely to recognize when they are present and report them.

Additionally, it should be noted that in most cases where military observers operate in mine affected areas, there will likely be some form of mine clearance or demining entities in existence, either UN, local military, non-governmental organizations, or commercial companies. These entities should always be sought for professional assistance in case of a mine accident or when observers realize they have entered a mine field. Self-extraction, or attempts to rescue those injured from minefields, should only be a last resort where no other form of assistance is possible.

Slide 6

Mine, ERW and IED Awareness

- Landmines
- ERW
- IED



In this section, we discussed earlier these three areas in detail.


Slide 7

Landmines

Anti-personnel mines (AP)

Anti-vehicle mines (AV)

- Wound / kill
- Destroy / damage vehicles
- Buried, surface
- Camouflaged
- Locations shift in time
- Consult experts
- Do not touch or move



7

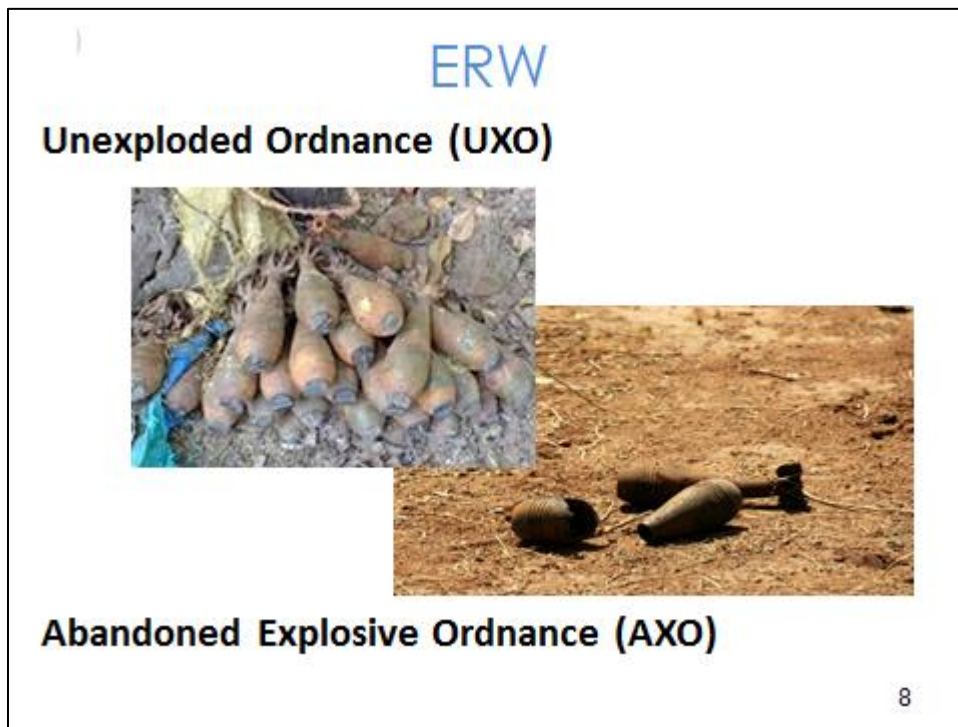
Landmines can be very difficult to identify once they are placed in the ground. UNMOs should consult with UNMAS or other suitable national entities such as the Mine Action Centre for information regarding known minefields in a mission. However, it must be noted that even where maps of minefields exist, they can move or shift position after years in the ground. Rain, runoff and other conditions can cause a mine to move from its original emplacement to another location. One should never touch, move a mine that has been found.

Mark and report it to experts.

Landmines are divided in two categories:

- Anti-personnel (AP) which are designed to target individuals
- Anti-vehicle (AV) or Anti-tank (AT) which are designed to target vehicles

Slide 8



ERW is comprised of both abandoned explosive ordnance which has been left behind by armed forces but that has never been fired and unexploded ordnance which has been fired but has failed to function. Always assume that the munition is unsafe to touch.

Slide 9



ERW include:

- Small Arms Ammunition
- Grenades
- Bombs
- Sub munitions
- Landmines
- Projectiles
- Rockets
- Guided Missiles

On the next two slides we will show you some examples of ERW. There are numerous types of each which can be difficult to identify.

Slide 10



Projectile Shells from artillery and mortars, along with bombs, missiles and rockets also comprise ERW. Depending on the source of manufacture military ordnance has a percentage failure rate which means that not all munitions will detonate as intended.

Slide 11

Where are Mines and ERW

Indicators to identify Danger Area:

- Armed clash took place
- Areas of military activities
- Damaged buildings / vehicles
- Bridges, culverts, water points
- Restricted / marked areas,
- Barriers, road closures
- Abandoned weapons
- Ammunition storage
- Injured / dead animals
- Over grown , not used areas or paths



11

Here are some areas where mines and ERWs can be found.

Slide 12



If an area is known to have mines and ERW, it is likely that the locals or some agency has placed warning signs or indicators. UNMO should familiarize themselves with the local practices for marking explosive hazards.

UNMO should ensure that they have material on them to mark mines and ERW when they are on mission. In the absence of official mine markers, UNMO should ensure that they have other material that could be used mark the hazard such as red flags, paint, or other visible indicators.

Slide 13




Just because there are no official or make-shift markers and flags, does not mean that the area is safe. UNMO should remain vigilant to these other indicators of potential hazards in their area. UNMO should always pay attention to their surroundings.

Slide 14

Mines and ERW Difficult to Spot

- Hard to spot
- Partially covered
- Hidden amongst the rubble



14

Mines and UXO can be very difficult to see, this is why it is important to look for other indicators which were covered on the previous slide. UXO can be buried in the dirt, and can be difficult to see when they have rusted. Mines are often laid to be unseen beneath the road. Always assume that if you have found one explosive item, it is likely that there are others.

Slide 15

Emergency Procedures in Minefields

- M** **Movement STOPS**
- I** **INFORM HQ**
- N** **NOTE the area**
- E** **EVALUATE your course of action**
- D** **DO NOT MOVE**

15

If you ever find yourself in a minefield, it is crucial that you do NOT panic. Remain calm and do not move, even when others have been injured. STOP AND THINK. Only move as an absolute last option. It is better to wait in a minefield for days than to step on a mine.

- **M** – Movement STOPS - do not exit a vehicle
- **I** – Inform people and radio HQ for assistance
- **N** - Note area and tell HQ what is in the area
- **E** – Evaluate your options and carefully consider a plan
- **D** – Do not move. It's better to wait for days, then to be killed by a mine. Wait for a specialist

You should never enter a minefield, even to assist a casualty, unless it is the last resort. Instead, contact HQ and request MEDEVAC and assistance from UN or local military, NGO or Commercial Mine Action organizations to enable extraction. Reassure the victim that assistance is in-route, and prepare first aid equipment in a safe area.

If no assistance is available, consider a plan with a detailed risk assessment. Utilize a handheld detector to clear a safe path to the victim – place markers so you know where the boundaries of the cleared path are. Then clear a path around the victim to ensure a

safe space to operate. If must move, carefully retrace your steps. It is very difficult to do this unless your footprints are clearly visible in snow or mud.

If you are in a vehicle; do not move. Do not turn the steering wheel. Do not exit the vehicle. Do not reverse the vehicle. Wait for help. If you absolutely must exit the vehicle, uses a handheld detector to clear a space before you depart the vehicle. Remain in the vehicle tracks and move away from the vehicle with a minimum of 25 meters between people.

Slide 16



IEDs have become the leading cause of casualties for the United Nations. Their improvised nature makes them easy to construct and emplace – and they can have a deadly impact on a mission.

IEDs are categorized into 3 categories determined by how they are designed to function:

- Victim operated
- Command initiated
- Time initiated

Slide 17

Improvised Explosive Devices (IED)

- Placed or fabricated
- Improvised manner
- Destructive, lethal, noxious, pyrotechnic or incendiary chemicals
- To destroy, incapacitate, harass or distract
- May incorporate military stores
- normally devised from non-military components

Constraints facing manufactures of IEDs are components imagination to set up the devices

17

In this section of the lesson we should focus our attention on how to identify the indicators of IEDs, but also be aware of their components. Knowledge of the material used to construct IEDs will assist the mission in determining the threat network.

Slide 18



An IED is generally comprised of 5 components – A Switch, Power Source, Initiator, Container and a Main Charge (Explosive)) but may also have additional enhancements added at time. The 6 possible components of an IED can be remembered by the acronym PIECES: power, initiator, explosive, container, enhancements and, switch.

A power source is required to 'complete the circuit' and detonate the device. Common power sources are 9-volt batteries.

An initiator is an item that is used to detonate the main charge. Initiators can be electric or non-electric and are very sensitive explosives. They are sometimes referred to as blasting caps and are very sensitive to heat, shock and friction and should never be touched.

The main charge or the explosives; these can be military grade, such as C4 or home-made such as fertilizers.

The container for the explosives can be anything suitable including backpacks, pressure cookers, plastic jugs.

Enhancements are any other items added that increase the effects; example ball bearings and nails.


A switch is what causes the IED to function. It can be a pressure plate, a phone, a passive infrared sensor or car alarm. There is no limit to what can be used to detonate an IED.

Slide 19

Improvised Explosive Devices

IEDs are categorized by the type of switch used to initiate the device:

- Victim Operated
- Command Initiated
- Time Initiated



19

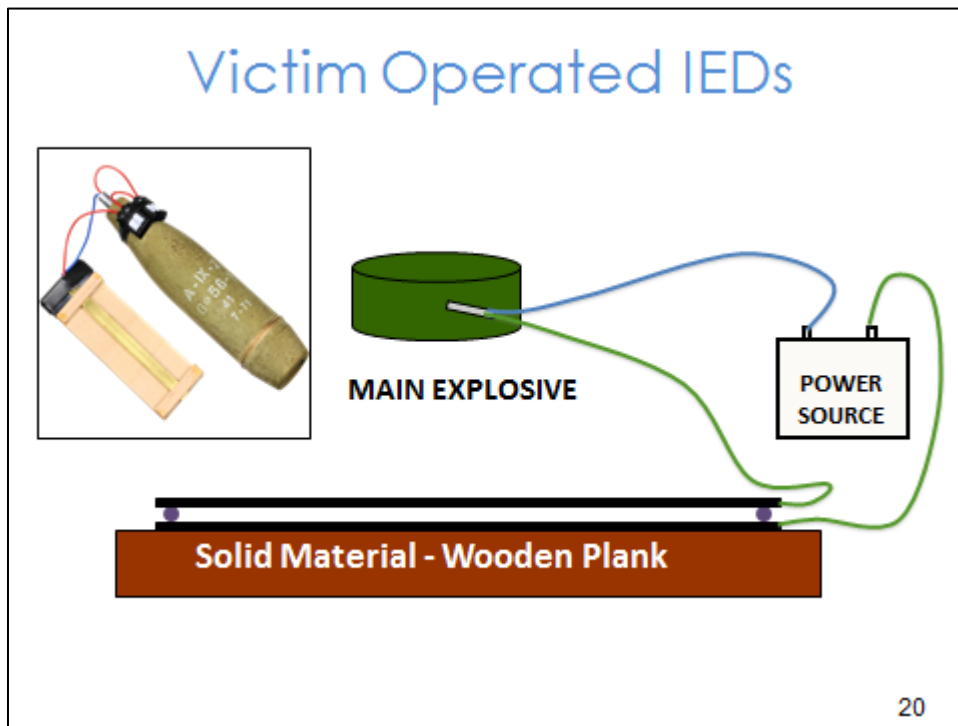
IEDs are categorized into 3 categories determined by how they are designed to function.

Victim Operated IEDs detonate when a person or vehicle conducts an action that subsequently causes the device to function. Things like pressure plates and PIR (passive infrared) switches are examples.

Command Initiated IEDs detonate at the direction of the aggressor. This can be done remotely as is the case with cell phones or key fobs in which the attacker is not physically connected to a device. Or directly as is the case with command wire in which a long wire connects the IED to the attacker.

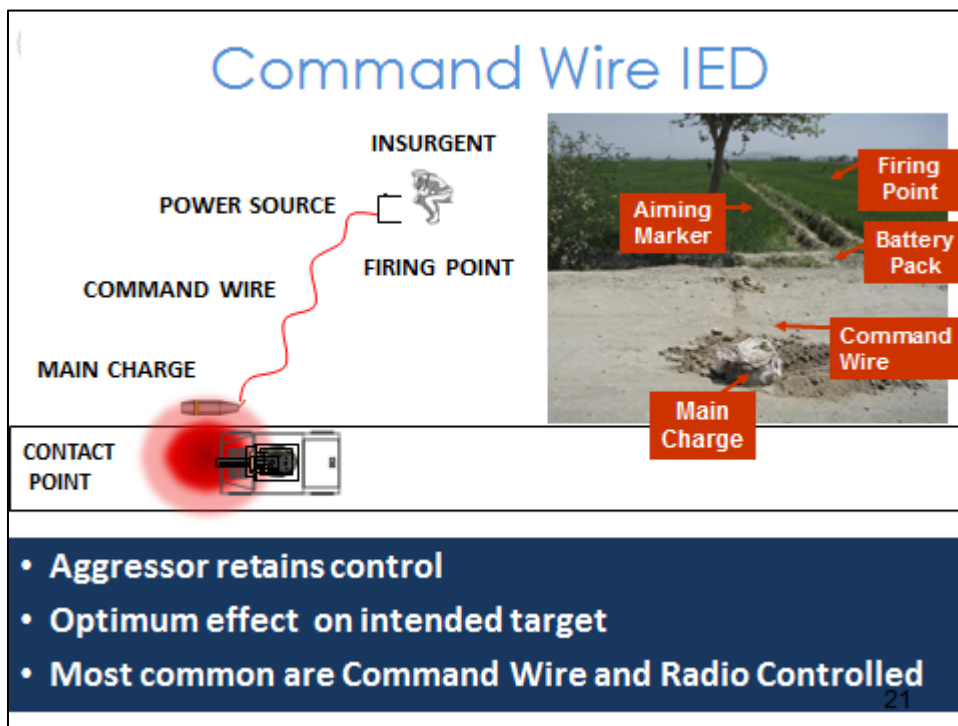
The last device type is a Time initiated device. These are set to function after a set period of time and are typically attached to a digital or analogue clock.

Slide 20



Shown in the picture above is a pressure plate IED which is an example of a VOIED in which a pressure plate acts as the Victim Operated Switch which may involve a person standing on or vehicle driving over the plate and the explosive main charge is an item of military ordnance in this case, you see the smaller picture showing a 155mm projectile.

Slide 21



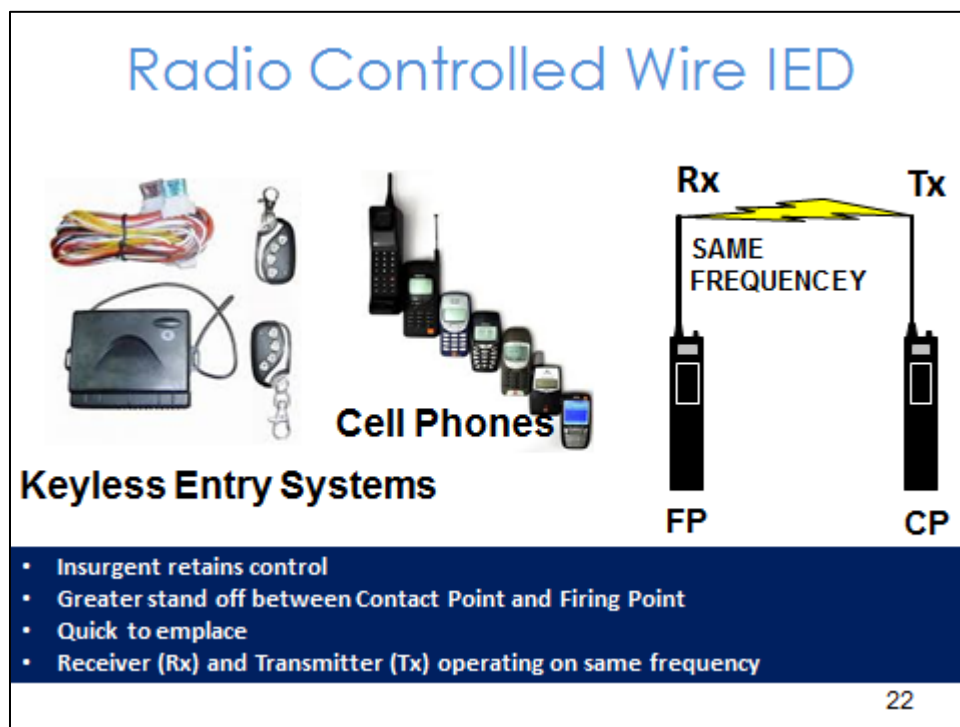
Here is an example of a Command Initiated IED. In this example, a command initiated IED contains a switch that is activated by an aggressor in which they control the device. These IEDs normally feature separation between the main explosive charge and the firing switch.

This allows the aggressor to target from a safe distance. The aggressor who fires the command IED is referred to as a triggerman. An IED fired by command gives the aggressor full control. Command IEDs are especially suited to attacking mobile targets.

To implement an attack using a command IED, an aggressor needs to be able to select two suitable locations; where the IED is emplaced, and the triggerman's firing point

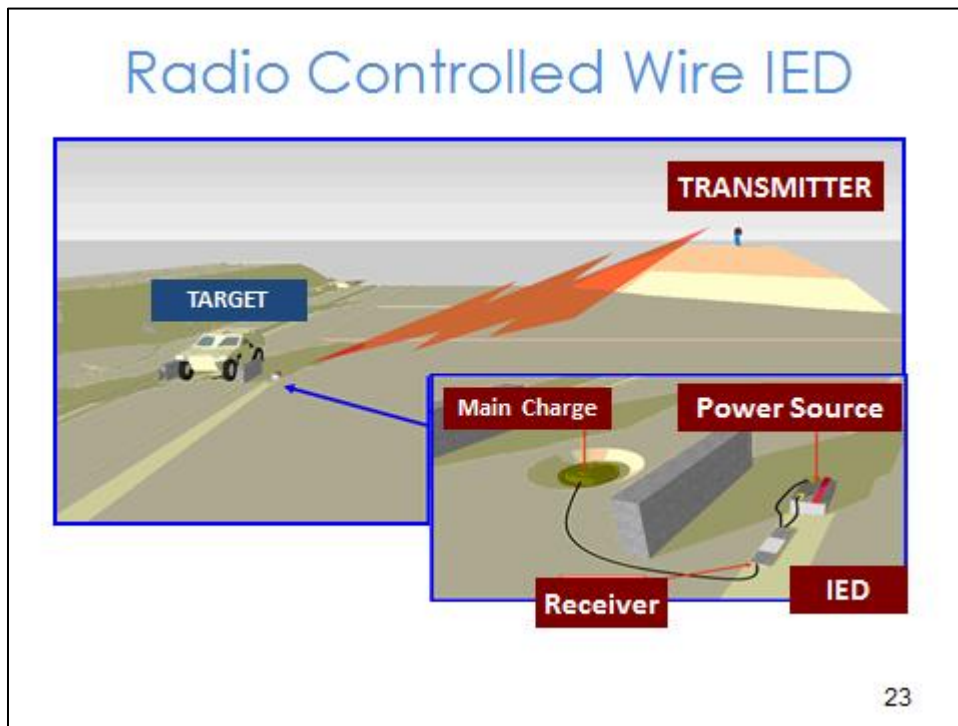
There are many methods to fire an IED by command. Two main methods are by radio control and by command wire. Other methods include pulling a string, technologies that complete an action.

Slide 22



These next two slides are examples of RC switches which are a type of command initiated IED in which the attacker determines the exact point of detonation. These are IEDs that are unlinked command IED which utilize a two-part firing switch consisting of a transmitter and a receiver. In these cases, the triggerman has control of the transmitter and the receiver. All these IEDs are initiated using the electromagnetic spectrum.

Slide 23



Slide 24



Explosives can come in many different forms; here are three common forms:

- Military grade explosives such as C4 or SEMTEX are difficult to procure. However, following a conflict, ERW such as projectiles and bombs are often used as main charges. Aggressors are known to remove the main charge filling from ERWs for use in IEDs. This is why it is critical to report any ERW found. In countries where state munitions depots have been overrun, a surplus of military grade munitions can easily be incorporated into IEDs.
- Commercial explosives used for mining and other legitimate purposes can be stolen or diverted and incorporated into IEDs.
- Homemade explosives are often fertilizer based; so remain vigilant to indications of large amounts of fertilizer where no farming activity is conducted.

Slide 25

IED Safety and Best Practice

IED indicators use - AWARE

Atmospherics

Warning Signs

Aiming Markers

Recognize Ground Signs

Examine surrounding for items out of place

25

We will now talk about how to identify the signs of an IED. There are certain signatures or commonalities that aggressors may leave or change in the area that they intend to emplace an IED and conduct an attack. These signatures are known as IED indicators. Certain indicators have been consistently recorded which may be used by those required to operate in an IED threat environment to assess when an IED attack is imminent. IED indicators are not necessary always present for an attack nor are all used by aggressors in a given area of operations.


- When an IED is emplaced local pattern of life may change resulting in Atmospheric changes in the area
- This may then be accompanied by Warning signs left to notify locals of a pending attack
- The presence of Aiming markers is needed for triggermen for a command IED
- Recognition of ground signs by SF of IED emplacement is important
- Examination of their surroundings for objects out place can also act as an IED indicator

It is important that junior leaders involved in operating in an IED threat environment are AWARE of the possible IED indicators in use and report such observations

The possible IED indicators described by 'AWARE' are an aid to planning and maintaining a high degree of situational awareness. The purpose of AWARE is to recognize IED indicators and communicate to persons at risk.

Slide 26

IED Indicators / Ground Signs



- **Ground Sign, most essential indicators**
- **Evidence of change from natural state**
- **Emplacement & concealment leaves signs**

26

Always look where you are walking. Disturbed earth is one of the most important indicators of an IED – freshly dug holes or dirt used to conceal a wire are often visible when you are paying attention.

Slide 27

IED Warning and Aiming Markers



Warning Marker



Aiming Marker

- Different warning markers
- Used by locals / terrorists to warn population
- Aiming markers- to initiate IED accurately at intended target

27

In addition to the ground signs, attackers often leave other markers to indicate the presence of an IED. Rocks that seem out of place, cloth tied to a tree and markings on a wall have all been used to warn the local population of an IED.

For Command Operated IEDs, an attacker will often emplace the device next to a clearly visible marker such as a telephone pole. This is to assist them in detonating the device at the right time after they have moved a safe distance away.

No one sign or indicator is a guarantee of an IED. You must use your experience, observations, and instinct to avoid the threat. Finding an IED can be very difficult – it is best to develop practices to avoid becoming a target. These will be covered in the coming slides.

Slide 28

Avoid Setting Patterns

Attackers are quick to exploit patterns being set

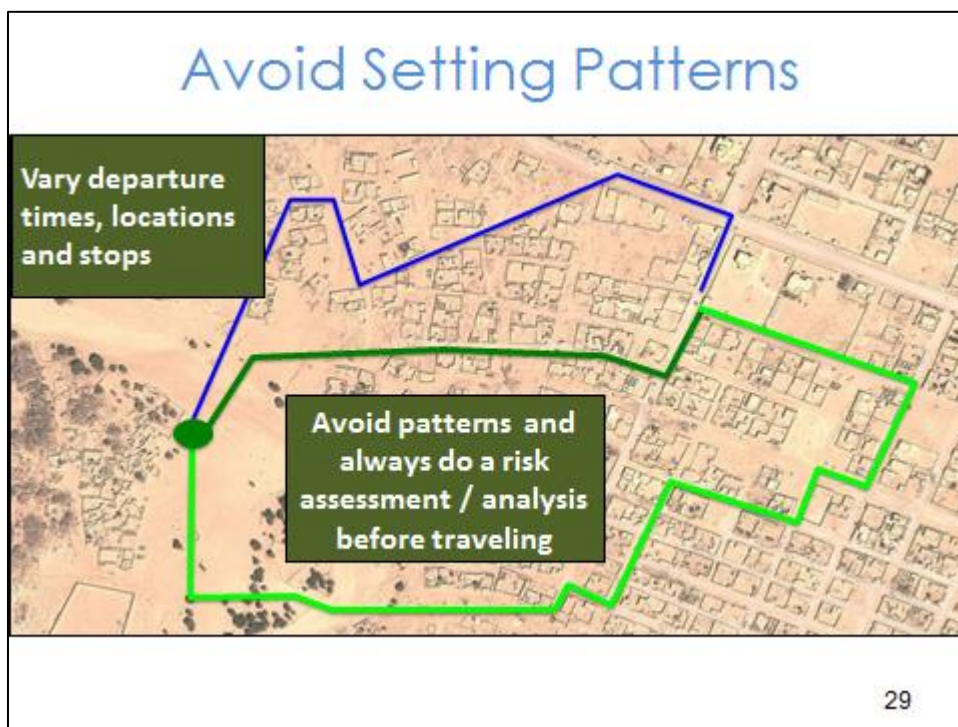
In today's asymmetric environment the UN is specifically targeted by armed groups

28

Key message in the next few slides is simple; UNMO must avoid setting patterns. It is important to understand that it is not about IED avoidance but mitigating the risks that make you an aggressor target. In the past, your "UN" helmet and flack vest provided a degree of immunity. However, in today's asymmetric environment, the UN is often specifically targeted in missions by armed groups.

- An UNMO leaves at 1:56pm on Monday using the green route
- On Tuesday, the UNMO departs same time and takes same route
- On Wednesday, the UNMO leaves at the same time and again takes the same route, making the UNMO an easy target for an attacker

Slide 29



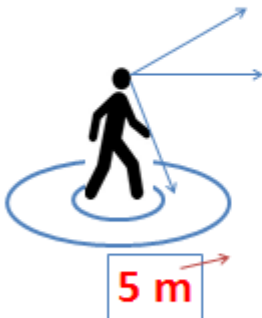
Make yourself a “hard target” by making it more difficult for would-be attackers to target you. The best and easiest ways to avoid becoming a target is by taking simple measures to avoid setting patterns. When heading out on patrol, vary your times of departure and the route you take – especially if you are going to the same location. Before all patrols you should conduct a risk analysis / assessment to include C-IED that covers who, what, when, where and why.



For an interactive event; ask the participants if they have other ideas on how to avoid setting patterns and other means to mitigate risks of being a target.

Slide 30

0/5/25 Meter Checks



- Look before you exit vehicle
- Search 5m around vehicle
- Expand search to 25m.

33

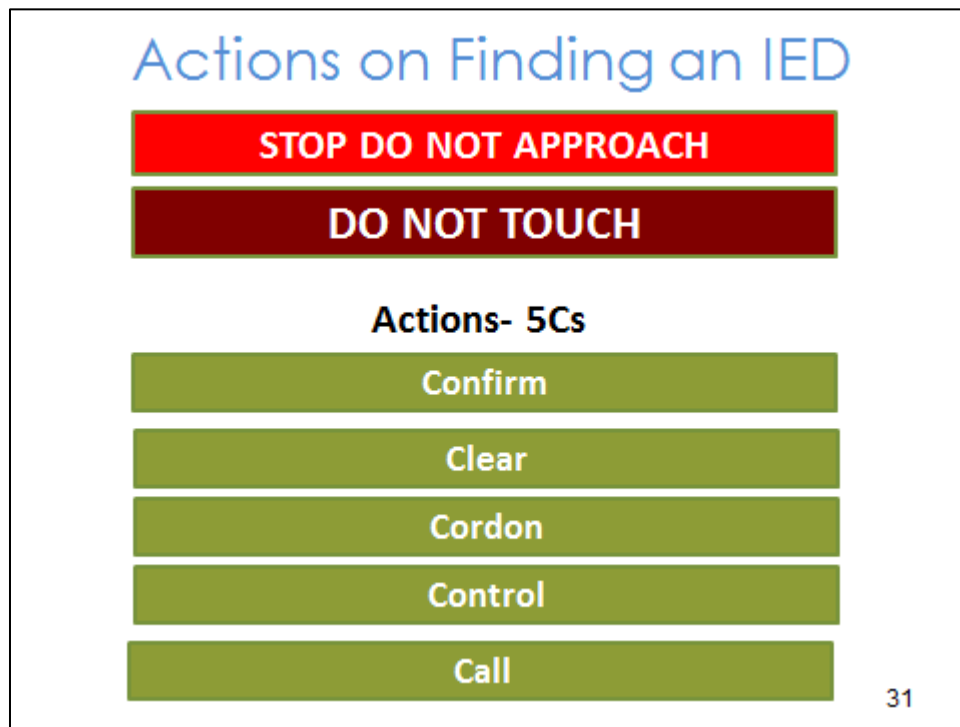
So far we have talked about how to recognize an IED, and some basic practices to avoid becoming a target. Now we are going to talk about some practical things you can start doing that should become habit for you to help mitigate risk.

- Visual inspection of the ground and space around you and your vehicle
- Passengers and driver conduct visual scans out to 5 meters around the vehicle
- When getting out of vehicle; look to where you put your feet before stepping outside
- Gets out of the vehicle and look at the area under the vehicle
- Visually scan the area around the vehicle
- Pre-designated passenger conduct a visual scan out to 25 meters
- All look for tell-tale signs of IEDs or other threats (use **AWARE** to help)

Get in the habit of visually inspecting the area you are in every time you get out of your vehicle. This practice is known as conducting 5's and 25's.

When travelling in a convoy or security, the members of the other vehicle should also do the same.

Slide 31



If you find an IED, do not approach or touch. There is often a 2nd IED placed nearby. Ensure you know the mission's reporting procedures for IEDs. Special units need to have certain information in order to safely find the location and disarm the IED.

The purpose of the 5-C drill is to carry out a risk assessment to mitigate risk if an IED initiates.

Confirm. Never put yourself or others (not trained in EOD or explosives) in danger at any time to confirm, gain knowledge from other sources means where you can keep a safe distance. To the best of knowledge, once you make an assessment that it is a probable IED safety and security and protecting personnel should be your main concern.

Clear. Ensuring that there is stand-off distance and it is maintained. One must take charge and clear people away to a safe distance. You should consider the following factors. (Approx. Estimation - 500 meters of clearance from the explosive for explosive the size of a backpack; this 500 meters is not a rule as there may be multiple IEDs and other threats in the area) Conduct a risk analysis in the area to better determine safe areas and areas for evacuation? For more specifics on clearing use the 5C guide in the reference Annex.

Cordon. Having cleared the area around a possible IED, a cordon to control access is required. Civilians would not normally be allowed into the cleared area. The location of

the cordon positions should avoid obvious locations which may be predictable and targeted with secondary IEDs.

Control. If UN or security forces are available, they are the best source for controlling the area. A key action in controlling the scene of a suspected IED is the need to continually reassess the situation and potential threats for any changes that need to be made to the clearance, cordon or other security measures implemented.

Call. Report who, what, when, where, and why to your higher / reporting HQs or operations center.

Slide 32

Crater Analysis

- Value of analysis
- Confirm presence of belligerent artillery
- Determine direction to source
- Verify or determine firing positions
- Detect presence of new weapons and caliber

35

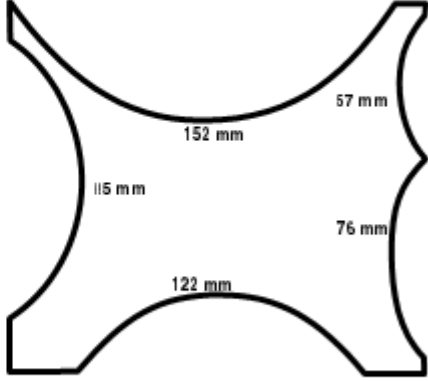
We are now going to shift away from explosive awareness and talk about Crater Analysis. This can be a very important skill for an UNMO to develop in order to recognize the signs of an artillery or mortar attack but also to determine the direction to the point of origin. Always remember your UXO awareness training. Mortars and Artillery shells that have not detonated are NOT safe to touch or move.

Slide 33

Crater Analysis

EQUIPMENT

- Compass, stakes, wire
- Still or video camera
- Curvature template



36

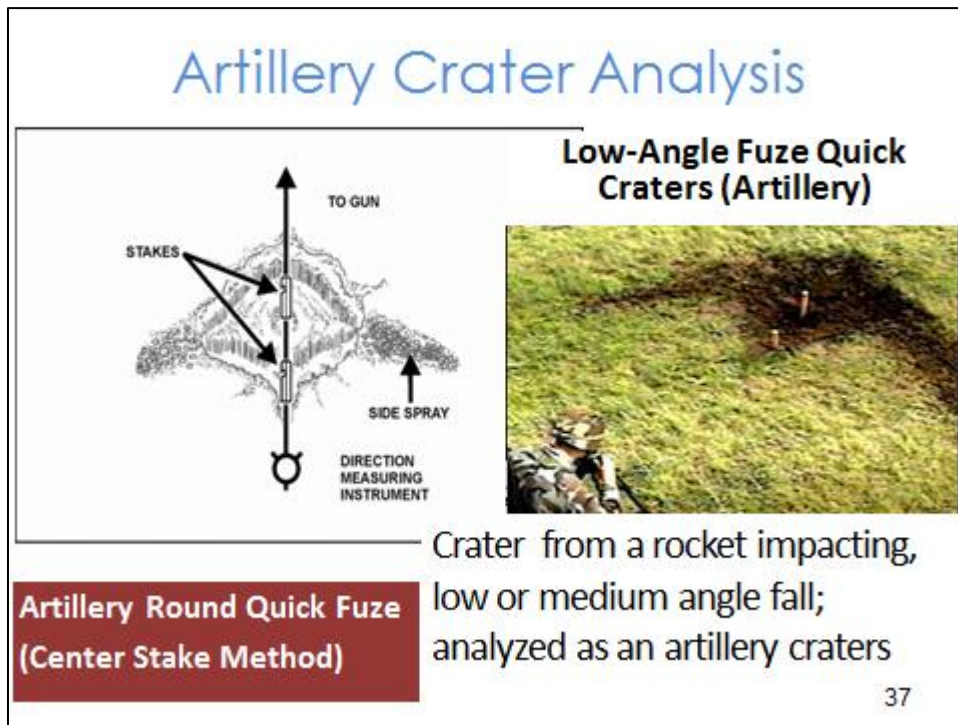
To start off, ensure that you have the right equipment. A compass, stakes and a wire or piece of rope are essential. Additionally, bring a camera to photograph the area and the crater. Lastly, a curvature template is helpful in determining the caliber of the weapon. Use GPS to get the exact location of the crater.

A curvature template is used when a large enough piece of shrapnel can be found. It is best to bring any shrapnel pieces collected back for experts from UNMAS or the EOD unit to help determine the caliber of the munition. Experts can sometime identify the exact munition type and weapon system that fired it by shell fragments.

Shelled areas must be inspected as soon as possible. Craters that are exposed to the elements or are tampered with deteriorate rapidly, thereby losing their value.

Always safety first; be aware of the area in which the shell impacted and possible reasons for targeting the area. Is the area safe? Are you being lured into the site?

Slide 34

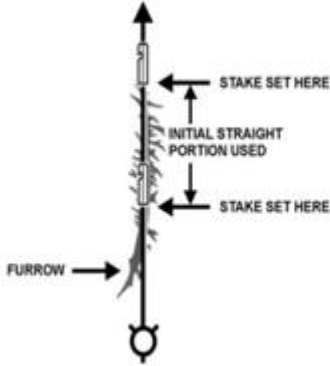


The detonation of a low-angle fuze quick projectile causes an inner crater. The burst and momentum of the shell carry the effect forward and to the sides, forming an arrow that points to the rear (toward the weapon from which the round was fired). The fuze continues along the line of flight, creating a fuze furrow. The best results are obtained by determining a mean, or average, of several directions obtained. To conduct this type of analysis, the follow procedure is helpful:


- Place a stake in the center of the crater
- Place a second stake in the fuze furrow (the front of the crater)
- Set up a direction-measuring instrument in line with the stakes and away from fragments
- Orient the instrument
- Measure the direction to the hostile weapon

Slide 35

Artillery Crater Analysis



Low-Angle Fuze Delay Craters



- Artillery Round (Fuze Delay)
- Ricochet Furrow Method

38

There are two types of low-angle fuze delay craters: ricochet and mine action. A mine action crater that does not have a furrow cannot be used to determine the direction to the weapon.

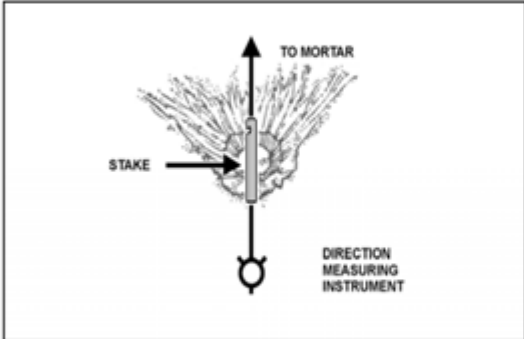
Ricochet Craters. The projectile enters the ground in a line following the trajectory and continues in a straight line for a few feet, causing a ricochet furrow. The projectile then normally deflects upward. At the same time, it changes direction. The change of direction usually is to the right as the result of the spin, or rotation, of the projectile. The effect of the airburst can be noted on the ground. Directions obtained from ricochet craters are considered to be the most reliable. The five steps required to determine direction from a ricochet furrow are as follows:

- Clean out the furrow
- Place a stake at each end of a usable straight of the furrow
- Set up a direction-measuring instrument in line with the stakes portion away from fragments
- Orient the instrument
- Measure the direction to the weapon

Mine Action Craters. Mine action occurs when a shell bursts beneath the ground. Occasionally, such a burst will leave a furrow that can be analyzed in the same manner as the ricochet furrow.


Slide 36

Mortar Crater Analysis



Mortar Round

High-Angle Shell Craters (Mortars)



Rocket impacting high angle of fall analyzed same as a crater resulting from mortar round

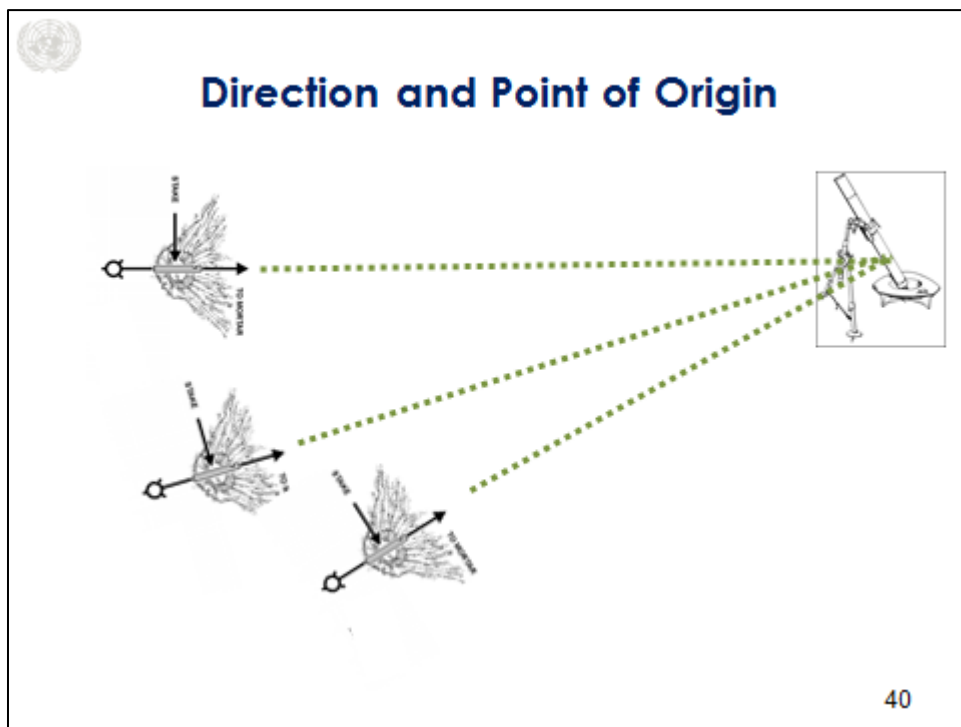
39

In a typical high-angle mortar crater, the turf at the forward edge (the direction away from the hostile mortar) is undercut. The rear edge of the crater is shorn of vegetation and grooved by splinters. When fresh, the crater is covered with loose earth, which must be carefully removed to disclose the firm burnt inner crater. The ground surrounding the crater is streaked by splinter grooves that radiate from the point of detonation. The ends of the splinter grooves on the rearward side are on an approximately straight line. This line is perpendicular to the horizontal trajectory of the round. A fuse tunnel is caused by the fuse burying itself at the bottom of the inner crater in front of the point of detonation.

The four steps used to determine direction by the main axis method are as follows:

- Lay a stake along the main axis of the crater, dividing the crater into symmetrical halves. The stake points in the direction of the mortar
- Set up a direction-measuring instrument in line with the stake and away from fragments
- Orient the instrument
- Measure the direction to the weapon

Slide 37

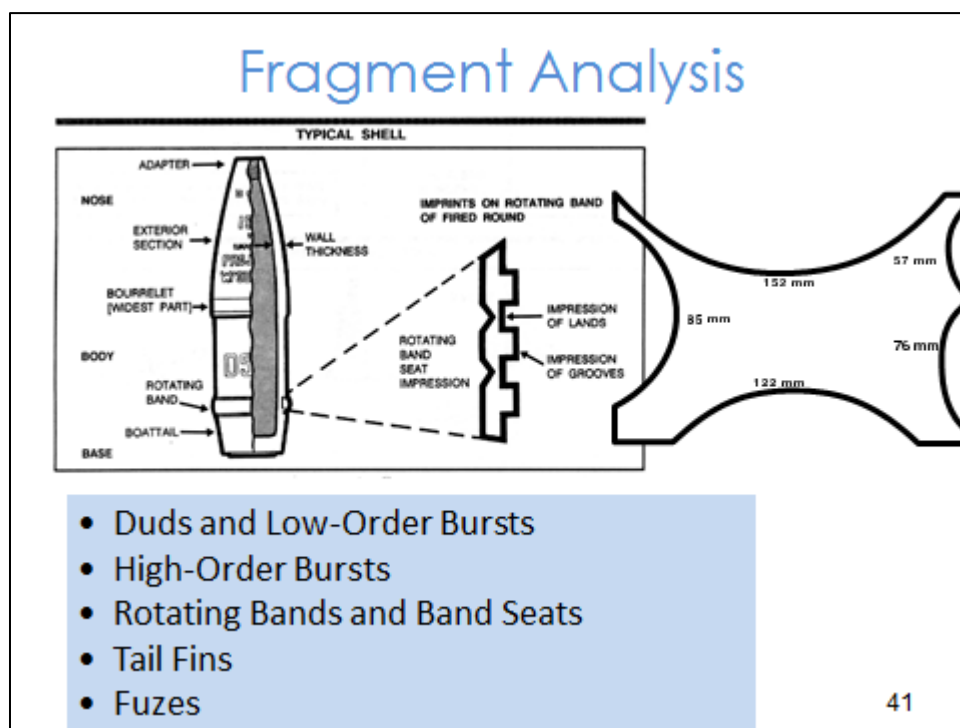


Multiple crater analysis can provide a more accurate determination of the location of the firing position and can be used to determine the distance away once plotted on a map.

A rocket crater resulting from a rocket impacting with a low or medium angle of fall is analyzed in the same manner as an artillery crater resulting from a projectile armed with a quick action fuse. However, if the rocket impacts with a high angle of fall, the crater is analyzed in the same manner as a crater resulting from a mortar round fired with quick action fuse.

The tail fins, rocket motor, body, and other parts of the rocket may be used to determine the caliber and type of rocket fired.

Slide 38



When conducting shell analysis do not touch or move a UXO (unexploded ordnance) as the shell could still detonate. Always consult an expert from EOD or UNMAS.

Shell Fragment Analysis. Identification by weapon type and calibre may be determined from shell fragments found in shell craters. Dimensions of the parts, as well as those of the complete shell, vary according to the calibre and type of shell.

Before we continue, let us define what low and high orders of explosions are: low order explosion describes an explosive event where the blast pressure front moves slowly, displacing or heaving (rather than shattering) objects in its path. A high order explosion describes an explosive event where the blast pressure front moves rapidly, shattering objects in its path.

UXO and Low-Order Bursts. The most logical means of identifying the calibre of a projectile is to inspect a UXO of that calibre. However, since a UXO may not always be available or may be too dangerous to handle, a low-order burst is the next best means of identification. When the explosive filler is not completely detonated, a low-order burst occurs and large shell fragments result. Such large pieces can be used to identify thread count, curvature, wall thickness, and so forth.

High-Order Bursts. A high-order burst normally results in small deformed fragments. These fragments are useless for identification purposes unless they include a section of either

the rotating band or the rotating band seat. Each shell has its own distinctive rotating band markings.

Rotating Bands and Band Seats. A shell may be identified as to calibre, type, and nation of origin from the:

- Pattern or rifling imprints on rotating bands
- Width, number, and size of rotating bands
- Dimensions and pattern of keying or knurling on the rotating band seat
- Dimensions and pattern of rotating band seat and knurling impressed on the rotating band

NOTE: Except for the rotating bands and band seats of the tail fins, different types of shells may be identical in one dimension (such as wall thickness) but seldom will be alike in two or more dimensions. Therefore, it is necessary to obtain two or more dimensions to make a positive identification.

Tail Fins. A mortar can be identified from the tail fins. Tail fins often are found in the fuse tunnel of the crater. A mortar that is not fin-stabilized may be identified from the pieces of the projectile on which the rifling is imprinted.

Fuses. Since the same type of fuse may be used with several different calibres or types of projectiles, it is impossible to establish the type and calibre of a weapon by this means.

Slide 39

Lesson Take Away

- Do not touch, move explosive hazards
- Seek qualified help from UN experts
- IEDs are significant threats ; components-SPICE
- Know IED signs; use AWARE
- Crater Analysis determine direction and location of weapon systems

39

Summary

Let us review.

- UNMO should be aware of the different types of explosive hazards in order to accurately report and assess
- Never attempt to touch or move any explosive hazard
- IEDs have become the weapon of choice of many armed groups
- Seek assistance from UN or other entity experts
- Be **AWARE** of possible IED indicators
- IED parts-SPICE - Switch, Power source, Initiator, Container, Explosive
- Be a hard target; avoid setting pattern
- Crater analysis- determine direction and location of weapon system and examine fragments for EO calibre and type

Learning Activity (short)**3.7****RESOURCES**

N/A

TIME

10 minutes

PREPARATION

Ask the participants to answer the following questions.

NOTES TO INSTRUCTORS:

Reinforce the learning outcomes and assess the knowledge of the group and individuals.

Questions:**1. What are the components of an IED?**

Answer 1: SPICE - Switch, Power source, Initiator, Container, Explosive (main charge).

2. What should you do if you find yourself in a minefield?

Answer: Do not move and radio for assistance.

3. What is ERW and name some examples?

Answer: Explosive Remnants of War are both Unexploded Ordnance (UXO) and Abandoned Ordnance (AXO). Examples are rockets, grenades, bombs, mortars, etc.

4. What are some signs that an IED might be emplaced?

Disturbed Earth, freshly dug holes, wires from the ground, marking rocks, flags, warning writing on walls, etc.

Lesson

3.8



Use of Language Assistants

The Lesson



Starting the Lesson

Before beginning this lesson ask the participants if they have worked with Language Assistant (LA) in a UNPKO mission and what are some techniques that helped them use the LA effectively. Write down on a white board or chalk board these techniques and review the list for completeness at the end of the lesson.

Overview

Due to the multinational nature of peacekeeping operations, most peacekeepers will not be able to communicate with local people of the host country in their own language. The UN will typically employ local people as language assistants to help peacekeepers with translation and interpretation.

This unit provides some guidance on how to work with language assistants, and how to make use of a language assistant in a negotiation or conflict situation. It will help participants to understand the cultural context that creates the need for interpretation, and to understand the roles and importance of language assistants. It will also include practical information and good techniques of working with language assistants.

Slide 1



Lesson 3.8
Use of Language Assistants

1

As an UNMO you will most likely be working with Language Assistants or sometimes called for short “LAS”. It is important that you understand the proper and best methodology to work effectively and efficiently with them.

Slide 2

Lesson 3.8 Content

- Who are language assistants
- Administration of language assistants
- Planning and preparation
- Challenges
- Work with language assistants

2

Here is the content we will cover in this lesson.

Slide 3

Learning Outcomes Lesson 3.8

- Explain the administrative arrangement for language assistants
- Describe the preparation steps when working with language assistants
- Explain how to use a language assistant in an exercise

Slide 3

Let's review the Learning Outcomes for this lesson. In short, by the end of this lesson you should be able to explain how best to use language assistants in a UNPKO mission.

Slide 4

Language Assistants

- Not professionally trained interpreters
- Your host country ambassador



Slide 4

Most interpreters in peacekeeping operations are not professionally trained. They have some knowledge of the mission language, which is usually English or French and the local languages. These individuals have been hired by the mission as "language assistants" or LA. Very few language assistants receive formal training in interpretation.

Think of your language assistant as your ambassadors to the local community. Language assistants are normally influential in their communities because they are more educated.

Slide 5

Administration

- Employment, deployment, redeployment
- Conduct and discipline
- Attendance and supervision
- Training and logistics

Slide 5

The mission will have SOPs, policies, and contracts governing the administration of language assistants. It is important for UNMO to review these modalities prior to working with language assistants.

Language assistants usually live and stay within their own communities and will be asked by family and friends about the experience of working with the United Nations. This can lead to potential security risks for both the language assistant and the mission due to confidential issues. Maintain situational awareness in the area of security and take precautions to ensure your language assistant are not at risk or put in a dangerous situation.

Slide 6

Planning

- Information management
- Security issues
- Sensitive issues

Slide 6

Proper planning and preparation must be done prior to using a language assistant. A risk assessment should be conducted prior to any LA activity / event. Here are three major areas that should be considered. We will go into more detail on these topics in the next few slides.

Slide 7



Inform the language assistant in advance – as many working days ahead of time as possible to allow scheduling and preparation

Provide as much written information as possible, as far ahead as possible; this will allow familiarization with materials, checking for meaning and context. Include the following items:

- Agenda, list, titles and backgrounds of speakers
- Copies of speeches, talking points, documents to be distributed
- List of technical words

Brief the language assistant about the event and the exact role expected of them.

- Will simultaneous translation be needed
- Are copies of the presentation provided ahead of time
- Will there be interpretation into a number of different languages
- How many people will be speaking
- Will there be a panel, group or one speaker

Slide 8

Planning

Security Issues



Locations where language assistants are at risk

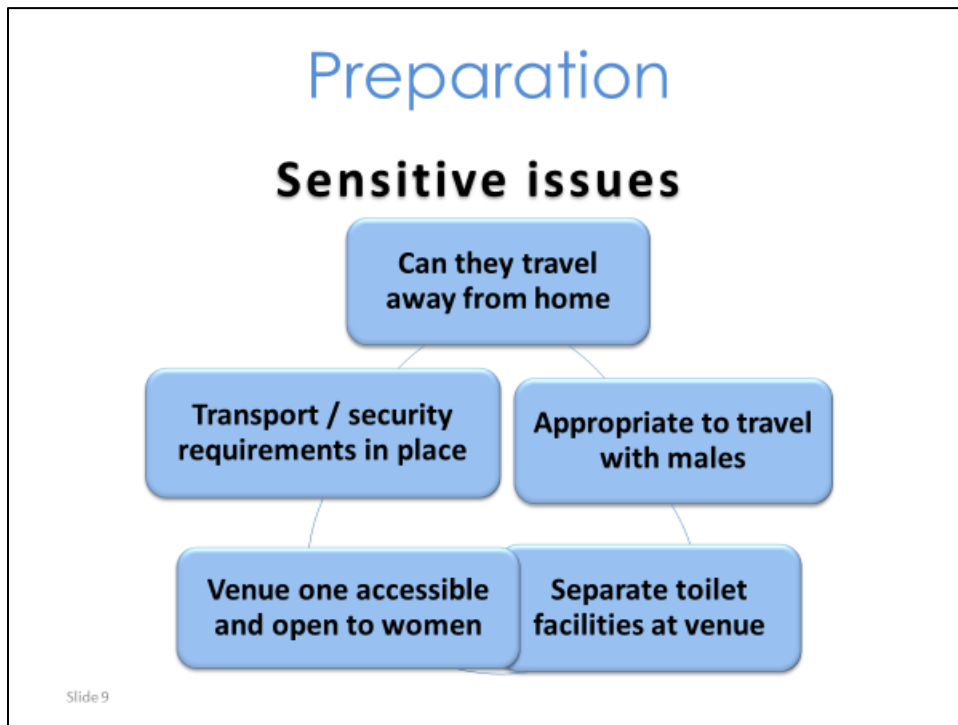


Ensure adequate security for language assistants

Slide 8

Be aware of what potential security problems exist and inform the language assistant. Be aware of the possibility of being in a location where the language assistant's ethnicity, role or relationship to others may put them at risk or compromise. In some cases another language assistant may be required. Ensure adequate security for any venue used. UNMO must conduct a risk assessment prior to any event. When risks are identified

Slide 9



Pay specific attention to needs of female language assistants; examples may include:

- Can they travel away from home?
- Is it appropriate to travel with females by themselves or should it be separately, or with another female or family chaperone?
- Are there separate toilet facilities at the venue?
- Is the venue one that is accessible and open to women?
- What transport / security requirements need to take place?

Be aware of the sensitivity of a topic, questions / answers. Language assistants/interpreters may be reluctant to interpret these or change the meaning to avoid embarrassment or offence. It may be culturally inappropriate or embarrassing for male / female interpreters to interpret certain topics in public or in front of the opposite sex.

Slide 10

Challenges

- Incomplete interpretations
- Timing adjusted
- Conduct and discipline
- Stamina and ability
- Misunderstandings / misinterpretations

Interpreting a conversation between two people of different languages and cultures requires special sensitivity to and knowledge of those languages and cultures so that the words, together with the substance, emotion and context of the statements, can be accurately communicated.

Due to these facts some of what you say to the other party might not be conveyed and understood in the same way as you said it or intended it to be understood. Likewise, you might not hear what the other party wanted to communicate to you. Instruct your language assistant to be accurate, not to editorialize or change the meaning of what is said.

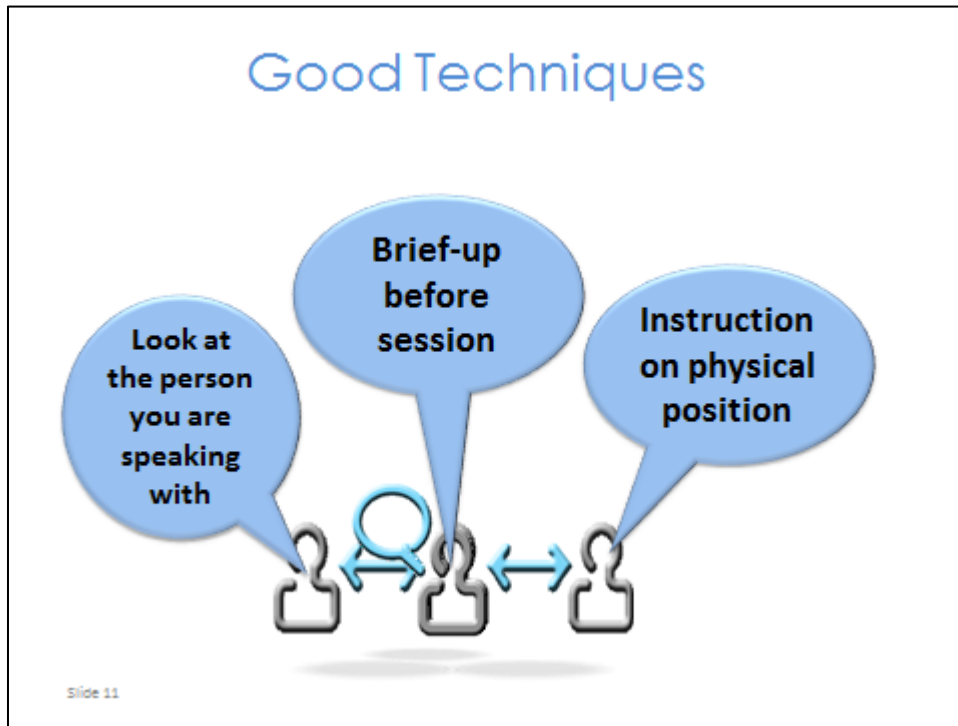
Remember to devote twice the amount of a regular time estimate when you conduct a meeting, negotiation or mediation with interpretation.

Due to a lack of professional training the interpretation might not be complete or accurate.

The major impact of communication happens through body language, postures, gestures, and eye contact, the tone of voice has a high impact as well and the least impact happens through the content or the words used.

It often happens that the LAs cannot be deployed timely to the TS due to the lack of available resources and the renewal of the contracts.

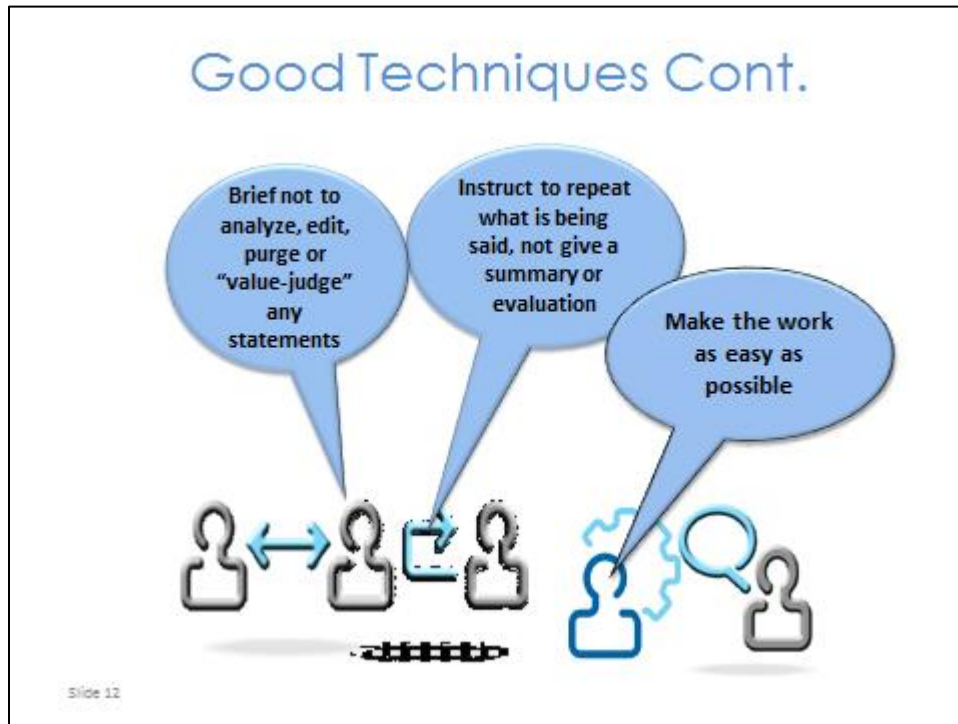
Slide 11



Since your language assistant most likely hasn't received formal training as an interpreter, you have to brief him/her on how you want to conduct the session.

- Instruct your language assistant on the physical position you want them to take, such as 6 inches behind you on your right when standing and talking, or seated to your left when sitting down
- Keep looking at the person to whom you are speaking, not the language assistant, and keep eye contact — or show that you are focused on the other person in whatever way may be culturally appropriate under the circumstances

Slide 12



- Instruct the language assistant to repeat what is being said, not to give you a summary or evaluation
- Brief the language assistant not to analyze, edit, purge or "value-judge" any of the statements. The language assistant may, however, explain the cultural nuances or context for you are necessary, in addition to , interpretation, and clearly distinguish the interpretation from the contextualization

The obligation of the negotiator / mediator is to make the work of the language assistant as easy as possible:

- Use short sentences and encourage others to do the same
- Avoid technical terms and abbreviations (where unavoidable, discuss the issues with the language assistant/interpreters beforehand so that they can prepare appropriate translations)
- Avoid idioms and jokes that are culturally specific

Slide 13

Lesson Take Away

- Pre-brief by UNMO with the language assistant prior to event is important to ensure the job gets done effectively and efficiently
- Plan and prepare the session

Slide 13

Summary

Preparation and planning are key elements when working with a language assistant.

- Brief the language assistant about the event and their expected role
- Be aware of risks and potential security issues; conduct risk assessments
- Pay attention to particular needs of certain because of gender
- Be aware of cultural sensitivity of a topics, questions, and answers
- Look at the person to whom you are speaking, not the language assistant
- Brief the language assistant not to analyse, edit, purge or “value-judge” statements. The language assistant may, however, explain cultural nuances or context

Learning Activity**3.8**

I. Short Learning activity for Lesson 3.8; if time is limited conduct the following activity.

RESOURCES

White board / markers or chalk board

TIME

3-10 minutes

PREPARATION

Ask the participants to answer the following question; record for all to see.

NOTES TO INSTRUCTORS:

Reinforce the learning outcomes and assess the knowledge of the group and individuals.

Question:

List areas of preparation when working with language assistants?

Answer (few areas):

- **Inform the language assistant in advance**
- **Provide documents prior**
- **Brief the language assistant about the event and the exact role expected of them**
- **Potential security problems and inform the language assistant; ensure adequate security for language assistants; conduct a risk assessment**
- **Pay specific attention to gender needs of language assistants**
- **Ensure language assistant understand not to editorialize interpretation**

II. If time permits, it is recommended that you conduct a more comprehensive Learning Activity for Lesson 3.8- Scenario Based Role Playing Exercise “LOCALS’ UNWILLINGNESS TO NEGOTIATE” in ANNEX B of this STM.

Lesson

3.9



Media Relations

The Lesson



Starting the Lesson

Overview

While United Nations peacekeeping operations attract the attention of the media, not all media reports are balanced and fair. Local media, for example, may be so close to the situation that they are unwilling or unable to report objectively. International media may overlook or misunderstand local elements of vital importance. They may be more interested in reporting on the conflict rather than on the peace process itself.

To help the peace process succeed, a peacekeeping mission must ensure that it produces public information that is truthful, credible and impartial. Information that is inaccurate, unclear or untimely can harm the mission. All mission personnel communicate to the public through their actions and by the impressions they make on a person-to-person basis. Hence, peacekeepers must be able to understand the impact of their actions on the public.

All peacekeepers should understand that their engagement with the media in mind is approved and cleared to do so. Mindful responses can have a positive effect. Negative answers, irresponsible comments or unclear answers can cause harm. The media may distort information or misquote the person they interview. For those reasons, peacekeepers need to know how to conduct themselves wisely in their media relations.

Close cooperation between the public information component and the military component is essential to help ensure that the mission speaks with one voice, that information released to the public is accurate and that attempts to gain information by dividing the ranks are frustrated.

Slide 1



Lesson 3.9 Media Relations

1

The aim of this section is to familiarize military observers with how individual interviews contribute to force media strategy, and develop their skills in conducting interviews in order to achieve positive effects in sharing information with the media.

Slide 2

Content

- Peacekeeping and the news
- Impacts of media reporting
- Public Information Office (PIO)
- UNMO responsibilities
- Relating to the media
- Do's and Don'ts
- Managing an interview
- Sample media questions

Slide 2

Here is the content we will cover in this lesson.

Slide 3

Learning Outcome

- Explain the importance of media relations
- Describe the role of the Public Information Officer (PIO) in the force media strategy
- Explain how to conduct yourself in a simple media interview
- What information can be released to the media

Slide 3

Slide 4

Learning Activity Media Interactions

- What did you learn?
- Interviewees speak about tasks?
- Were there difficulties?
- How did they get positive comments?



<http://www.youtube.com/watch?v=hm3vpGep0lw&feature=related>

Slide 4



Introduce the film to participants highlighting how officers of AU relate with the media.

Film <http://www.youtube.com/watch?v=hm3vpGep0lw&feature=related>

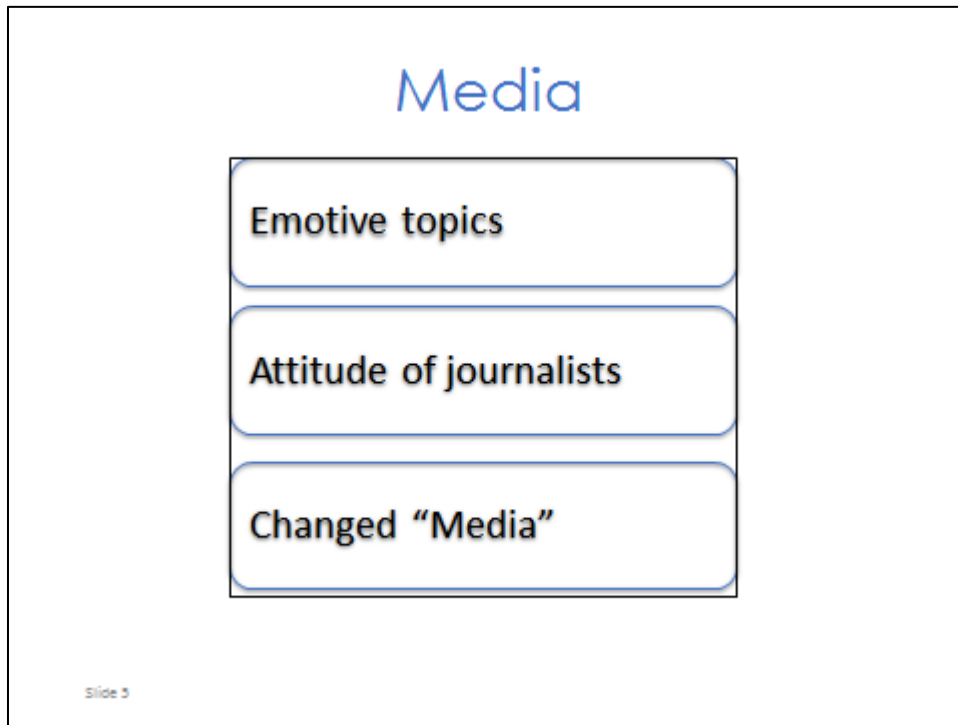
Al-Jazeera (English) The changing face of Darfur's peace missions - 26 Nov 07



Ask them how did they speak about their tasks? Were they experiencing difficulties in their tasks and mission? How did they get positive comments from the interviewer anyway?

The news media can play a significant role in the success of a peacekeeping operation. What they report can have a positive or negative impact on the mission, the implementation of its mandate and the peace process. If the media are provided with accurate and timely information, they might help carry the right message that supports the mission.

If the peacekeeping operation does not provide such information to the media, the media will find perhaps less reliable, sources or speculate. In either case, the result could harm the mission.

Slide 5

Topics such as conflict, violence and natural disaster attract media attention because they attract interest from the public.

Reporters may be impartial or partisan. They may be independent thinkers or may be controlled or paid by one side or the other. In some cases, their families might be threatened with reprisal or they themselves may be under threat. They may be highly trained or unskilled. They may represent local media outlets or international media organizations. Or they may be posting to blogs and various websites.

Some journalists report the news, impartially; some are sympathetic to the United Nations and what it stands for, but others are not. The parties to the conflict may be trying to manipulate the population through false information or hostile propaganda.

"Media" have changed – it now includes stringers, bloggers and "citizen journalists" who post on websites, social media and platforms such as YouTube

Slide 6

Dealing with Media

- Reliable / Impartial source of Information
- Public Information
- Public Information Officer (PIO)
- Understand impacts of peacekeepers' conduct , actions

Slide 6

The United Nations peacekeeping operation must correct misinformation, counter hostile reporting and provide accurate, reliable and impartial information. The peacekeeping operation needs to explain to the local population why the mission is in its country and what they can expect from the peace process. All members contribute to this, but especially military observers in their reporting from the field.

The mission must also inform the international community about its work. One way to do so is through the media. The media, in turn, inform the world about United Nations peacekeeping. The mission's public information component deals with the local, regional and international media and is equipped to handle most situations. You should know how the Public Information Office (PIO) of the mission is structured and how the military (or police) public information office, if there is one, works with the PIO and the mission Spokesperson(s).

All mission personnel are also sources of information for the media — through their individual actions and interactions with the local population and the media whether they are on duty or “off-duty”. All peacekeepers must understand that their conduct and behavior are scrutinized and reported to and by the media, and that will have an impact on the mission. Nothing can do as much damage to the reputation of the United Nations or a national contingent as irresponsible acts by the peacekeepers themselves.

Slide 7

Impacts of Media

- News media work 24/7
- Photos and video
- Positive behaviour
- Negative behaviour and images



Slide 7

News media are interested in peacekeeping operations. They work 24 hours per day, 7 days per week, often reporting in real time. The availability of satellite communications, web and social networking sites, camera phones and portable audio and video equipment allow the media, as well as individuals to transmit their reports directly from anywhere in the world. News of an incident can be disseminated around the world almost instantaneously, leaving the mission almost no time to verify the facts, report to headquarters or prepare a response.

Military observers should be careful to project the right image. Positive behavior reinforces the ability of the United Nations to facilitate the peace process and creates bonds of trust with the local population. Negative or careless behaviour, on the other hand, undermines the reputation of the national contingent and the United Nations and weakens the peace process. Bad news spreads fast. Where and when the news happens, a reporter will be there! If not, the news can spread virally. Even your personal photos will find their way to publication.

Parties to the conflict can exploit negative behaviour and use it to delay the peace process. Incidents of sexual misconduct by peacekeepers in United Nations missions in Bosnia and Herzegovina, Kosovo, Timor-Leste, Sierra Leone, Ethiopia/Eritrea the Democratic Republic of the Congo and the Central African Republic have been reported by the international media, sometimes extensively.

Slide 8

Public Information Office (PIO)

- Develops an overall communications strategy
- Advises mission personnel
- Produces information
- Employs local journalists and other local staff
- Works with military force PIO

Slide 8

Public information activities must be devised on the basis of information strategies mutually agreed within the overall context of the mission mandate.

The mission's PIO develops and manages the mission's communications strategy, assists the media and ensures that the local population is informed about the mandate and the peace process.

The PIO releases information in a number of local languages as well as the appropriate languages for the international media.

The PIO employs local staff, who has good knowledge and understanding of local customs and traditions. The PIO accredits journalists and establishes procedures for them to obtain press identity cards from the mission security office.

The PIO works closely with the mission's military public information structures — the military spokesperson and military public information officers attached to contingents — to implement the communications strategy and to be sure that all components of the mission speak with “one voice.”

The PIO is the peacekeepers' resource for all sorts of information about the mandate, the peace process and the mission. The PIO can help contingents manage their media

relations and promote a positive image of peacekeepers who engage in activities to help the local community.

Members of the military can help to contribute to the PIO products with high-resolution photos and material for feature stories, which the PIO and/or UN New York feeds troop and police-contributing countries and other audiences.

Slide 9

UNMO Responsibilities

- Seek PIO guidance
- Keep reports timely and accurate
- Inform PIO of media inquiries
- Get the name and organisation of reporter
- Be prepared to deal with media unexpectedly

Slide 9

- Seek guidance from PIO on mission strategy for observers to engage with media at team sites, especially following critical incidents
- Ensure their reporting to the chain of command is timely and accurate, especially for critical incidents likely to attract media attention
- Report media inquiries at team sites to PIO in a timely fashion
- If a reporter interviews you in the field, you should remember their name as well as that of the media organization. If you do speak to a reporter, you should let your mission's PIO know
- Be prepared with a response for unexpected media inquiries. The following dos and don'ts will help you prepare for this

Slide 10

Relating to News Media

- Support mandate
- UN Guidelines
- Talk to media, if cleared
- If preferred, do not talk



Slide 10

The mandate of a peacekeeping operation is contained in a Security Council resolution. While peacekeepers are not expected to remember all the details of a mandate, they should be familiar with the main points.

You might ask your mission's PIO for a summary of the mandate. You might find the mandate useful for your own understanding of your country's participation in the peacekeeping operation and in cases you talk to journalists. This knowledge enables you to place your work in the context of the mandate.


The media view all peacekeepers as a potential source of information. For that reason, peacekeepers must follow certain guidelines when they talk to the media. The United Nations has issued a set of guidelines to help mission personnel make their relations with the media as effective as possible.

The Secretary-General has encouraged transparency and openness with the media. Peacekeepers may speak to reporters, if they are cleared*, about their own work or area of personal responsibility in a factual manner. Peacekeepers should understand, however, that they need not speak to the media if they prefer not to do so. They may politely decline any request for information or their personal views.

Slide 11

Dos

- Factual, impartial, precise
- Respectful
- Refer to men and women
- Polite and professional
- Short sentences
- Refer to superiors / PIO



Slide 11

Past experience shows that peacekeeping troops who talk to the media about their work can be very effective in conveying positive messages. They should be positive about their role. They should always be factual and impartial.

Be brief. If you say too much or if you are unclear, the opportunity to project a positive image might be lost.

Peacekeepers should talk respectfully about the local population. They should try to empathize with the situation of the local people and avoid remarks that may sound condescending or patronizing.

Always be polite with media reporters, even if they appear rude or unfriendly.

Use small sentences; for example, do not answer “yes” to the question “Do you like your work?” Just say “I enjoy my work with the UN”.

Refer reporters to PIO if they ask you any questions that you are not authorized to answer.

Slide 12

Don'ts



- Critical incidents
- Personal opinions
- Speculations
- Operational security
- Favouritism
- Promises

Slide 12

When newsworthy events happen, the mission PIO is the only component that is authorized to deal with the media.

Peacekeepers should be careful not to pass on to the media any information about incidents or events being investigated. Journalists asking questions about such incidents or events must be referred to the mission's PIO.

Do not offer your personal opinion about the peace process or UN activities. Any answer you provide may be regarded as an official opinion.

Do not answer questions that are speculative, such as "What would happen if....?" You might provide wrong information that could affect the mission.

Do not give any information about the mission's security plans or procedures.

Do not discuss the state or activities of local or other combatant forces.

Do not appear to support or favor one side over another. Remember you are impartial.

Slide 13

Managing an Interview

- Look at reporter
- Listen carefully
- If not authorized to answer - decline questions
- Background to video / camera image
- Nothing is off the record



Slide 13

The basic rules for handling an interview are few and simple. The camera or the reporter should not intimidate you. You are a professional and you are executing your mission in a highly professional manner.

Always look at the reporter. Never look at the camera.

Listen carefully to each question. You may ask the reporter to repeat a question to gain time to compose your answer.


Speak naturally and give facts, avoiding exaggerated movements with your hands and face.


Always decline to answer questions you are not authorized to answer, or about which you may not be sure.


Avoid the expression “off the record” with a reporter. If you have any doubt about the matter, you should decline to answer.


Slide 14

Questions about yourself-
Generic Answers:

 What is your name?
— *My name is*

 Where are you from?
— *I come from*

 How old are you?
— *I am years old.*


 How long have you been here?
— *I have been here months..*


Slide 14


Let us review these generic questions and answer on the slide to help understand the concepts we have discussed.

Slide 15

Questions about work-
Generic Answers:

 **What do you do?**
I am here to work with the United Nations. My country is helping the United Nations to bring peace

 **What do you do here?**
Explain your duties


 **Do you think your presence is useful?**
We are working to help to bring peace and stability to this country. I think that is useful.


Slide 15


Here are additional examples.


Slide 16

Questions Seeking Opinion

 Do you like being here? — I miss my friends and family but I am glad if I can help make things better here. It is a good experience for me, even if the conditions are difficult.

 How soon will we have peace? — I don't know the answer to that. It depends on many things. Please ask the mission's public information office.

 Fighting is still going on. What do you think will happen? — I can't answer that question. The mission's public information office can help you.


 Aren't you afraid things will get worse? — I'm an UN Military Observer and a peacekeeper. I've been trained to do this job and I'm confident that the mission is doing everything possible to advance the peace process.

Slide 16

These question and answer examples go are more complex and state an opinion.

Slide 17


Tough Questions



Why are you favouring the xx faction by giving them arms?---The UN is impartial. We do not favour any side nor do we give out arms



Your colleagues were seen with teenage prostitutes last night and we have photos: why are you taking advantage of our girls?--Our rules are very strict: we can't go out with prostitutes. If you have evidence, please take it to the Conduct and Discipline Office....



What if you leave and the criminals return? ---It is not up to us when we leave, but our purpose here is to give your local authorities the capacity to take responsibility for your security

Slide 17

Finally, here are examples of tough questions and possible answers.

Slide 18

Lesson Take Away

- A positive or negative image of the UN can emerge via media
- PIO supports the peace process by working with the media
- UN guidelines for media relations allow peacekeepers to speak to reporters about their work and responsibilities
- Peacekeepers always speak -“on record”
- Use care when postings to blogs, social media, YouTube

Slide 18

Summary

- The news media has a significant role in the success of a peacekeeping operation. What they report can have a positive or negative impact on the mission
- Military observers should be careful to project the right image. Positive behaviour reinforces the ability of the United Nations to facilitate the peace process and creates bonds of trust with the local population
- The mission's PIO develops and manages the mission's communications strategy, assists the media and ensures that the local population is informed; seek guidance from PIO on mission strategy for observers to engage with media
- The basic rules for handling an interview is simple-you are a professional and you are executing your mission in a highly professional manner
- Use care when posting on social media

Learning Activity**3.9****I. Short Learning Activity; if time is limited, conduct this learning activity for Lesson 3.9****RESOURCES**

White board / markers or chalk board

TIME

5-10 minutes

PREPARATION

Ask the participants to answer the following question; record for all to see.

NOTES TO INSTRUCTORS:

Reinforce the learning outcomes and assess the knowledge of the group and individuals.

Question:

1. What is the main role of news media in the success of a peacekeeping operation?
2. What is the main impact of media reporting?
3. What is the main role of your mission's Public Information Office (PIO)?
4. How you can relate to news media?
5. How you can manage an interview?

Expected outcome:

1. The news media can play a significant role in the success of a peacekeeping operation. What they report can have a positive or negative impact on the mission, the implementation of its mandate and the peace process itself.
2. News media work 24/7, often reporting in real time, they can be disseminated around the world almost instantaneously. The peacekeeper's positive behaviour can help make good news and prevent negative reporting while negative behaviour can have negative effects on the mission, the UN, and the peace process.

3. Mission's Public Information Office (PIO) main role is to provide critical information to mission personnel and news media, produce information for all media, local and international, to advice in PI issues to military PIO and to conduct activities devised on the basis of information strategies.
4. I can relate to media taking in consideration the following:
 - The media view all peacekeepers as a potential source of information
 - I need not talk to the media if I prefer
 - To be factual and positive
 - To speak with respect about local people
5. To manage an interview I must:
 - Look at the reporter, not the camera
 - Listen carefully to the question
 - Answer with facts
 - Be brief and simple
 - Always decline to answer questions you are not authorized to answer

II. If time permits, it is recommended that the instructor conducts the more comprehensive Learning Activity, Scenario Based Role Playing Exercise for Lesson 3.9 in ANNEX B of this STM.

Lesson 3.10



Procedures for Reporting

The Lesson




Starting the Lesson

If possible, provide examples / handouts of past UNMO daily or patrol report / SITREPs. Review and discuss prior to the lesson. Ask the participant's opinion reference the content of the reports.

Aim: The aim of this lesson is to allow the students to better understand the UNMO reporting procedures

Slide 1



Lesson 3.10 UNMO Reporting Procedures

The aim of this section is to familiarize military observers with how to properly report in the UN system and apply the standard operating procedures for reports.

Slide 2

Lesson 3.10 Content

- Reporting requirements
- Report writing and submission
- Information centres

2

Here is the content we will cover in this lesson.

Slide 3

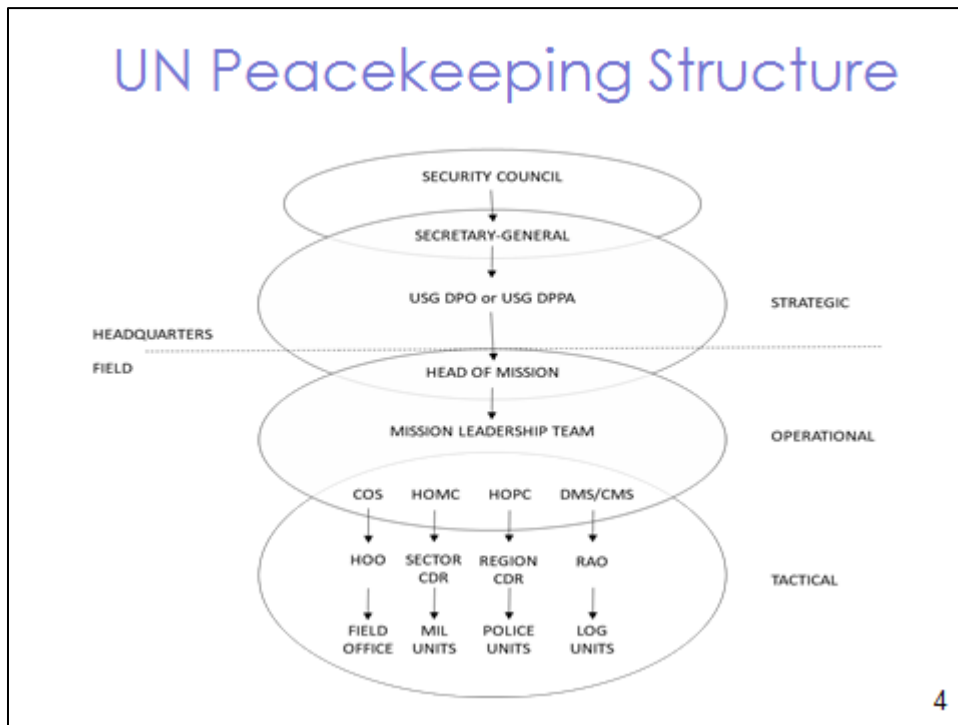
Learning Outcomes

- Describe the reporting requirements at the strategic, operational and tactical levels
- Identify all types of reports related to Military Observers
- Apply procedures for preparing and submitting reports using standard templates

3

Let's review the Learning Outcomes for this lesson. In short, by the end of this lesson you should be able to explain how best to report in a UN mission. After this lesson, an UNMO should understand the UN operational reporting system both, its requirements and procedures.

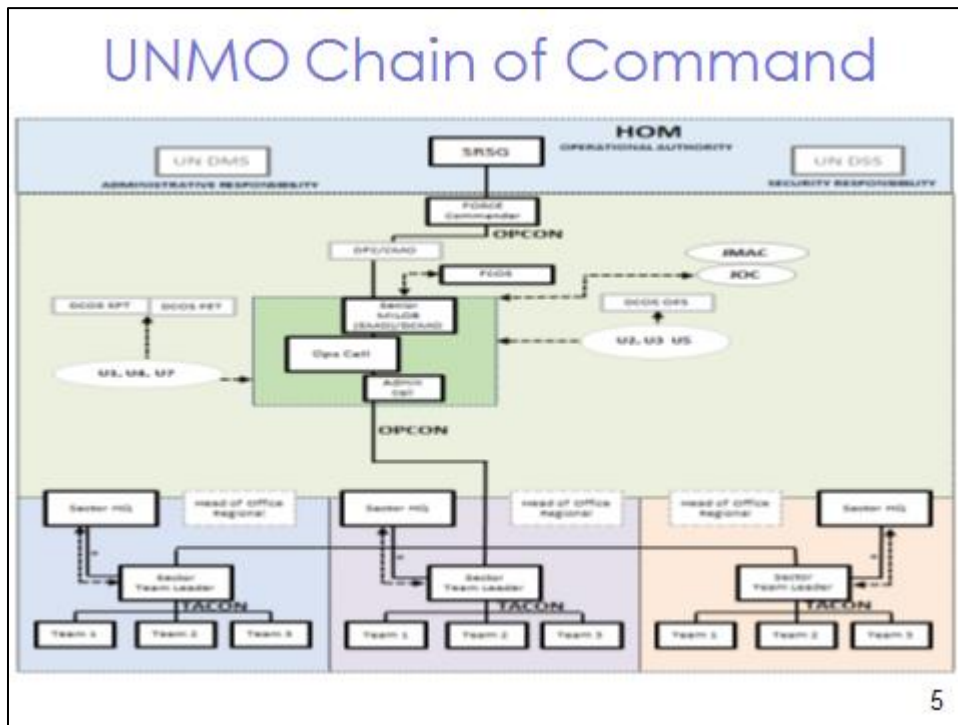
Slide 4



Within the UN Headquarters, the Department of Peace Operations (DPO) is responsible for providing UN peacekeeping operations with policy guidance and strategic direction. In the field missions, the Head of Mission (HOM) exercises operational authority over the UN peacekeeping operation's activities, including military, police and other civilian resources. The reporting and information systems starts at tactical level and gradually forwarded to operational and strategic level.

This chain of reporting helps Mission Command in their decision making process,

Slide 5



From an UNMO perspective, reporting is a bottom-up approach. UNMOs are deployed in TEAM SITES. All significant information from UNMO activities (i.e. observation, patrolling, verification, etc.) is collected at the TEAM SITE. From there, reports are generated according to Mission Standard Operating Procedure (SOP).

Slide 6

Strategic Reporting

- Secretary General reports to Security Council
- Head of Mission (HOM) reports to UN Headquarters
- HOMC reports to UN military adviser

6

The Secretary General will normally report to the Security Council on each mission when appropriate or as directed by the Council. The Head of Mission (HOM) is responsible for reporting regularly to UN Headquarters, through the USG DPO, on the developments concerning the activities of peacekeeping missions and the implementation of each mission's mandate.

On matters that are predominantly military and technical in nature, the Head of Military Component (HOMC) is authorized to communicate directly with the UN Military Adviser in UN Headquarters. UN field missions have reporting requirements to the Security Council, but all report to the UN Headquarters.

The Head of Mission (HOM) leads the field-based management of peace operations by the Mission Headquarters, connecting the details of tactics to strategic objectives. The Head of Mission is the interface between the Strategic and Operational levels. The Special Representative of the Secretary-General (SRSG) provides political guidance in the mandate implementation.

Tactical Reporting Requirement Information is about military activities within the UN PKO. Military Observer information is collected at Force HQ. The reporting chains culminate at the JOC where the Military SITREP is processed. The UN PKOS Military SITREP represents the Military Component input to the daily UN PKO SITREP to DPO/DOS/Situation Center (SITCEN) in New York.

Slide 7

Types of Reports

- Routine reports- daily, weekly, monthly basis
- Special reports- on occurrence / special circumstances
- Mission specific report

7

Here are examples of Mission Operational Reporting Requirements.

Slide 8

Routine Reports

- UNMO team site (TS) daily situation report
- UNMO FHQ daily situation report
- Patrol report
- Weekly patrol plan
- Weekly assessment report

8

Here are routine UNMO reports that are military specific. They are sent to the Force HQs information on a daily, weekly and monthly basis.

Slide 9

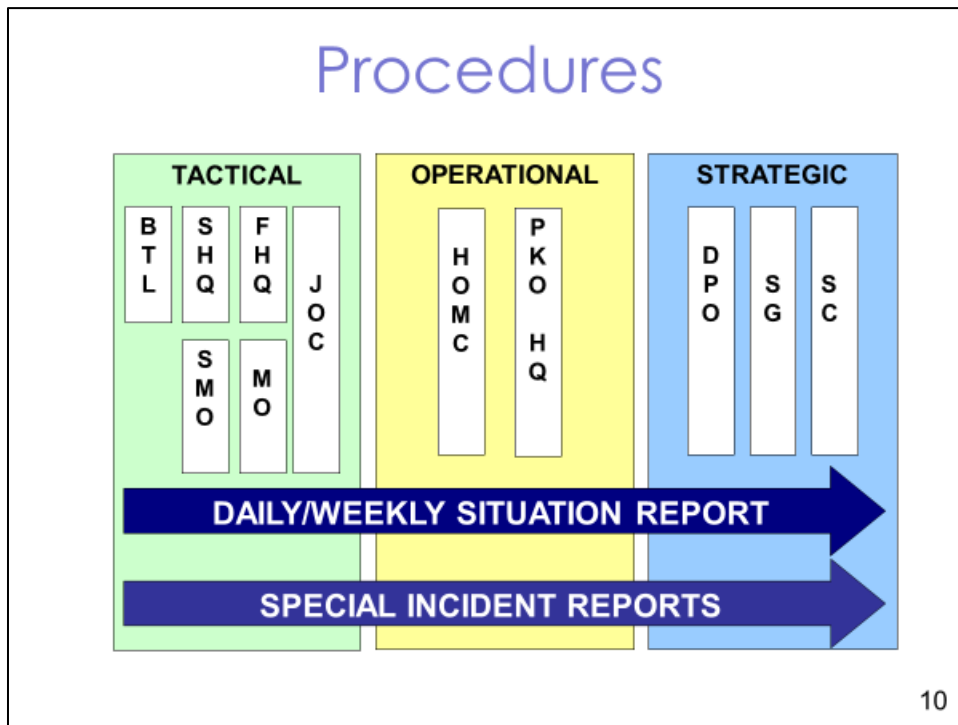
Special Reports

- Flash report / special incident report
- Shooting incident report
- Investigation report
- Cease fire violation report
- Special patrol report

9

Military specific special reports provided by UNMO.

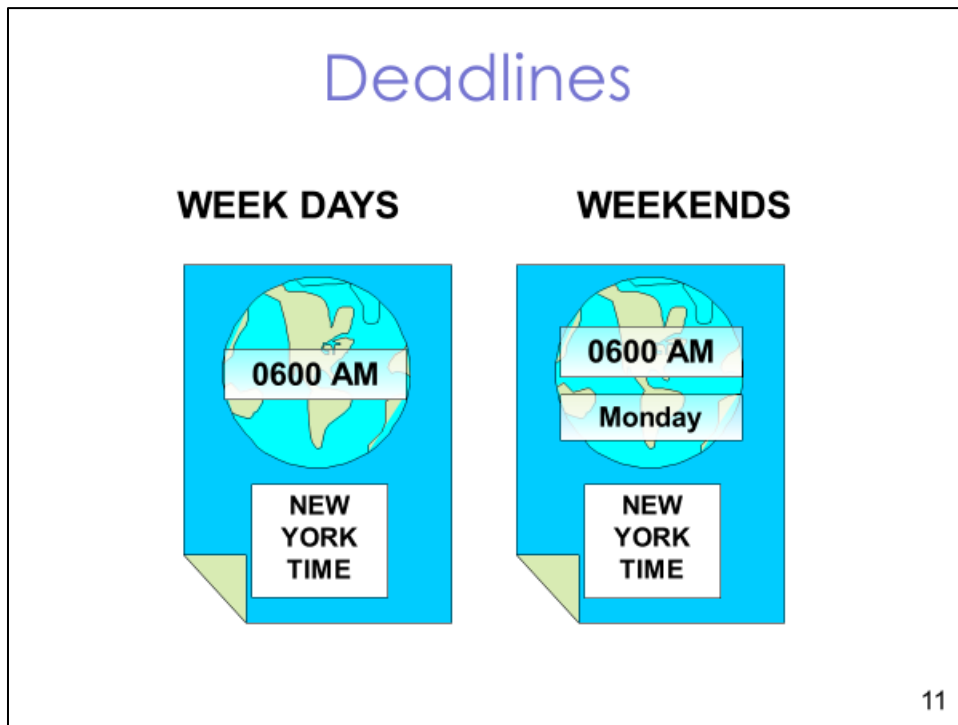
Slide 10



This slide helps display the magnitude of reports that include daily/weekly situation reports.

- SITREPs are compiled by a designated office to meet the submission deadline for UNHQ
- The designated office must cross-check inputs from different components to ensure the report is accurate. If several components of the mission are reporting on the same incident, the information should be consolidated
- SITREPs can be signed by civilian, military or police officials provided with the delegated authority
- The JOC will handle the preparation of Situation and Special Incident Reports in their entirety. The Chief JOC or the mission's Chief of Staff may sign the Situation and Special Incident Reports to UNHQ
- SITREPs are transmitted to the DPO Situation Centre and Office of Military Affairs

Slide 11

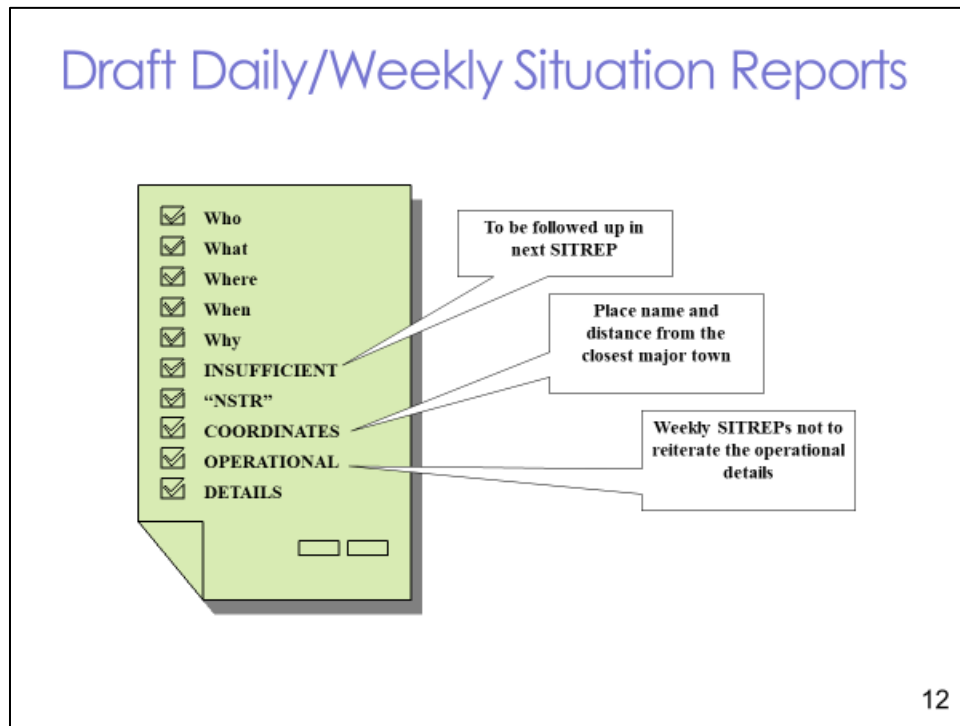


Daily Situation Reports cover the 24-hour period up to midnight Local Time (LT) and must reach the DPO Situation Centre and Office of Military Affairs no later than 0600 New York time. Arrangements will be made to adjust submission timelines.

Weekly SITREPs cover the period from 00:01hrs Tuesday to 24:00hrs Monday and must reach the DPO Situation Centre and Office of Military Affairs by 09:00hrs NYT on Tuesdays.

Of note these times and dates (week day) may vary and change as per SOPs.

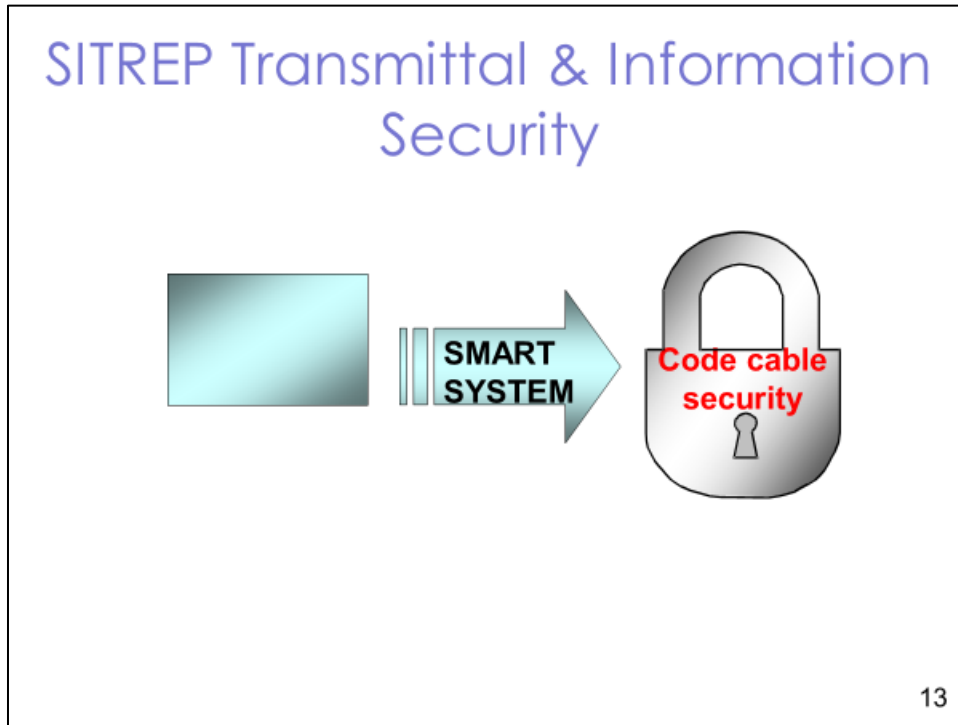
Slide 12



Daily/Weekly Situation Reports should be short but still self-contained, based on the following criteria:

- Description of any event, incident or development must answer the basic questions of "who, what, where, when, why and how"
- If information is insufficient it should be noted and a followed up SITREPs is done
- The designation "NSTR" (Nothing Significant to Report) can be used when there has been no development of importance
- Geographical locations must be identified through the place name and distance from the closest major UN position. Missions with GIS capacity should include either a map and/or the geographic coordinates
- Weekly SITREPs should not reiterate the operational details contained in the daily SITREPS but recap the most significant events, updates and assessments

Slide 13



Transmittal SITREPs must be sent by encrypted e-mail using the secure system. In exceptional circumstances, when encrypted e-mail facilities are not available or temporarily disabled, SITREPs can be sent by regular code cable.

Information Security as SITREPs contain important details of UN operations and other information not in the public domain, they are classified at the same level of information security as a regular code cable. SITREPs are internal, UN restricted documents and cannot be published, even in edited form, in any open source environment.

Slide 14

Joint Operations Center (JOC)

- Mission asset
- Military-Civilian staffed information hub
- Located at Mission headquarters
- Mission-wide situational awareness
- Integrates operations / reports

14

The JOC is a jointly staffed information hub established at mission Headquarters to ensure mission-wide situational awareness through integrating reporting on current operations as well as day to day situation reporting. During a crisis, the JOC will operate as the primary facility to support mission crisis management.

The JOC provides the Head of Mission (HOM) and the Senior Management Team (SMT) with a 24-hour information center responsible to ensure full situational awareness through timely and accurate monitoring and reporting.

Slide 15

JOC Responsibilities

- Monitors mission operational activities
- Requests, collects situation updates / reports
- Collates, disseminates information
- Consolidates daily operational reports
- 24-hour communication link between HOM, entities in AOR, UN Headquarters and others

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The JOC is responsible as its day to day functions to:

- Monitor implementation of mission operational activities
- Request and collect situation updates
- Collate and disseminate information of immediate operational interest
- Provide consolidated daily operational reports
- Provide a 24-hour communication link between the HOM, senior management, the various missions entities, regional offices/sector headquarters, UN agencies, programs and funds, UN Headquarters and others, as required

Slide 16

JOC and Emergencies

- Crisis management center for HOM / Crisis Management Team (CMT)
- Supports CMT decision-making
- Centralized location for crisis decision-making

16

In the event of a crisis, the JOC acts as the crisis management center for the HOM and other members of the mission Crisis Management Team (CMT). It supports the CMT decision-making process through effective and uninterrupted crisis communications and information management. All mission components provide the JOC with situation reports. The provision of copies of all reports to JOC is instituted in the Standard Reporting Procedures for mission components.

Slide 17

C/JOC Responsibilities

- Day to day JOC management JOC
- Relations with sector / regional offices
- Timely dissemination of operational reports
- First response to emergencies
- Information exchange with DPO Situation Centre, UN HQs New York

17

The Chief of JOC (C/JOC) reports to the HOM. The HOM may establish reporting lines through either the Mission Chief of Staff or Deputy HOM.

The C/JOC is responsible for:

- Day to day management of the JOC
- Relations with sector/regional offices and with UN HQ
- The processing and timely dissemination of operational reports
- Organization of the first response to emergencies;
- Information exchange with -DPO Situation Centre in NY

Slide 18

JMAC

- Provides information to HOM / SMT
- Collects and synthesizes information
- Produces medium and long term pattern and predictive analysis
- Intelligence hub

18

The JMAC provides the HOM and SMT with capacity to collect and synthesize all-source information to produce medium and long term integrated analysis. JMAC integrated analysis products provide the HOM and SMT with improved understanding of issues and trends, their implications and potential developments, as well as assessments of cross-cutting issues and threats that may affect the mission. JMAC analytical products provide the basis for enhanced mission planning and decision making

Slide 19

JMAC Responsibilities

- Merges and manages mission information
- Integrate information from mission components and other sources
- Develops analytical products
- Analyze and synthesize information
- Intelligence- material, to prepare integrated analyses
- Prepare / disseminate operational level assessments
- Support planning, decision making

19

JMAC is responsible for the following:

- Merge and manage mission information from the HOM and SMT
- Acquire and integrate information from mission components and other sources
- Analyze and synthesize information, including intelligence-related material, to prepare integrated analyses and medium and long term evaluations
- Prepare and disseminate operational and mission-level assessments to support planning, decision making and implementation of mission mandates

Slide 20

UNMO Verbal Briefs

- Keep verbal briefs brief
- Use UN peacekeeping terms
- Objective, task, purpose
- Who, what when, where, why
- Observations
- Assessment / conclusion (the so what)
- Force Commanders, CMO set their preferences



Understand that many of us are familiar with briefings. As a reminder, here are a few tips on this slide that will help reinforce skill needed for a successful verbal briefing in the UN.

The UNMO briefing is normally reporting on an activity such as fact finding, verification or an observation patrol. UNMO must remember that verbal briefs are just that – they are brief. The sitrep and patrol report should contain a more detailed narrative of events.

The UNMO must accurately convey basic 'W' questions – what was the peacekeeping objective and tasks? Where and when was the activity? What were the observations? It should also answer the ultimate question of so what? For higher command, this means what assessment or conclusion does the UNMO draw from the observations?

Slide 21

Lesson Take Away

- HOM connects tactical and strategy goals to mandate
- Military information collected at Force HQ
- JOC combines component inputs into daily SITREP to DPO, NY
- UNMO submit reports daily, weekly, monthly, special cases
- Missions have report SOPs, UNMO receive in induction training
- Reports –keep short , self-contained, answer 5 W's, classified
- JOC ensures mission situational awareness integrates reports
- JMAC integrates mission reports to develop analytical products

21

Summary

Let us review the lesson:

- HOM connects the tactical and strategy goals to mandate
- Military information is collected at Force HQ level sent to JOC
- JOC combines all mission component inputs into daily SITREP to DPO, NY
- UNMO submit military reports daily, weekly, monthly, special cases
- Missions have report SOPs, UNMO will receive these at induction training
- Reports should be- short , self-contained, answer the 5 W's
- SITREP are sensitive and classified and require special handling
- The JOC ensures mission-wide situational awareness and integrates reports
- JMAC integrates mission information to develop analytical and decision making products

Learning Activity**3.10****NOTES TO INSTRUCTORS:**

Reinforce the learning outcomes and access the knowledge of the group and individuals by asking the following questions.

1. Questions to facilitate discussion:

- A. To whom do you submit reports?
- B. What is the Military Observer chain of command?
- C. What can you do to ensure you complete the report after your patrol?
- D. Is it OK to include trends and other analysis in your reports?
- E. What is the most important content in a daily Sitrep?
- F. How can you best identify what is normal and abnormal?
- G. How do the roles differ of JOC and JMAC in the UN reporting?

2. Observe the videos and give a verbal briefing.

RESOURCES; Two computers w/ internet access

TIME: 15- 45 minutes

PREPARATION

Divide the class into two groups. Assign each group a video. Each group will review the video separately; come up with a 5 min verbal briefing; assign a spokesperson; and then take turns to role play the briefer and the DCMLO.



Bangui Peacekeepers Patrol (MINUSCA, 2017):

<https://www.unmultimedia.org/avlibrary/asset/2010/2010600>

Hama Observers Patrol (UNSMIS, 2012):

<https://www.unmultimedia.org/avlibrary/asset/U120/U120605b/>

Each DCMLO group should give a 2 debrief to the briefer bring out the following topics: was the brief clear? Did it use UN vocabulary? What are the 5 Ws? and, more important, what was the 'so what' of the briefing?

II. If time permits, recommend that the instructor conduct a second Learning Activity for Lesson 3.10 found in ANNEX B of the UNMO STM

Module 3



Operational Framework Wrap Up

At the conclusion of Module 3, some key elements should become clearer:

- A general understanding of the key operational framework covering a UNMO operating in UN peacekeeping operation
- The main skill sets required for UNMO operating in UN PKOs
- The Table Top Exercise (TTX) will give you a better understanding of the UNMO operations in a UN PKO along with the essential planning parameters, skills and tasks performed
- The UNMO is an enabling asset
- The TTX provides you some tools to apply in the employment of UNMO, decision making processes that might be used in a PKO, and an provide a platform for understanding how UNMO support the mandate
- A focus on the tactical level employment of a UNMO and a general overview of the operational level concepts to help leaders understand how a UNMO can contribute to the accomplishment of the UN mandate

For the Capstone Learning Activity go to the UNMO STM Annex B – TTX

The following annexes and references can be found in separate folders to aid in the delivery of the modules:

- **Annex A:** Power Point Slide Lesson Presentations
- **Annex B:** Learning Activities and Table Top (TTX) Exercise
- **Annex C:** Training Guidance
- **Annex D:** Other references and background material

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