
Module 3: OPERATIONAL FRAMEWORK



Lesson 3.1:
Relevant documents for
Tactical Planning and
Mission POC Strategy

Learning Objectives

- Demonstrate how to translate conceptual and legal frameworks into appropriate action at the tactical level
- Explain how POC considerations impact the planning at operational and tactical level
- Identify key aspects in a threat assessment for POC planning

Relevant documents for tactical POC planning

Mission Mandate

Mission Concept

CONOPS

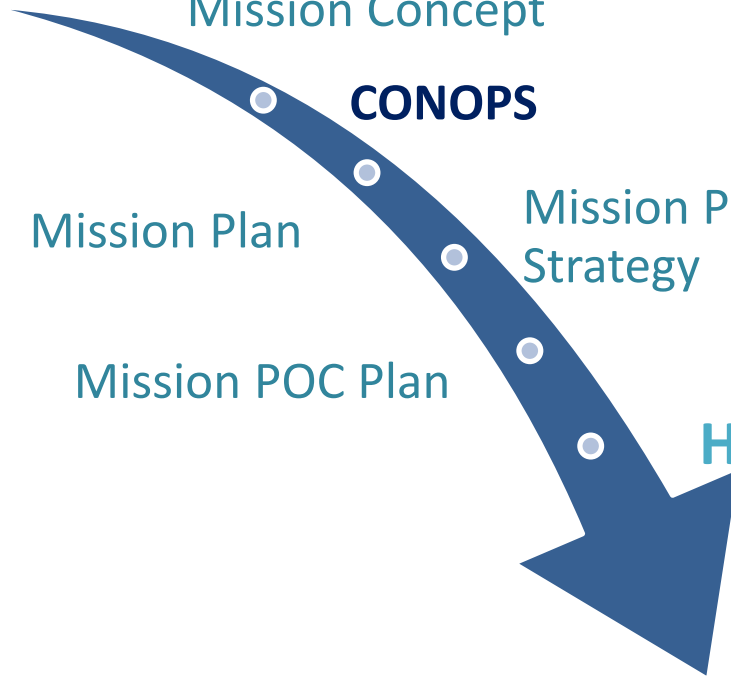
Mission Plan

Mission POC Strategy

Mission POC Plan

HOPC OPLAN

Task Orders



Police planning levels

Police operational planning is conducted at the three following levels:

- **Strategic Level** in order to produce the Concept of Operations (CONOPS)
- **Operational Level** to produce the Operation Plan (OPLAN)
- **Tactical level** in order to produce, if necessary, all subordinate plans/*OPORDERS*

Police planning at operational and tactical level

CONOPS drives the formulation of

- OPLAN
- OORDER

OORDERs are the baseline documents to task units for police operations

Mission POC strategy

POC strategy

- Essential for effective POC mandate implementation
- Provides
 - strategic direction to all components
 - guidance to draft plans and orders
- Identifies Mission's role under the three tiers

Core Considerations

- Missions with POC mandate develop POC Strategies
- Coordination tool for concerted POC actions
- Work plans for all components need to be aligned with POC Strategy
- Police operations fully aligned with POC strategy

POC Strategy

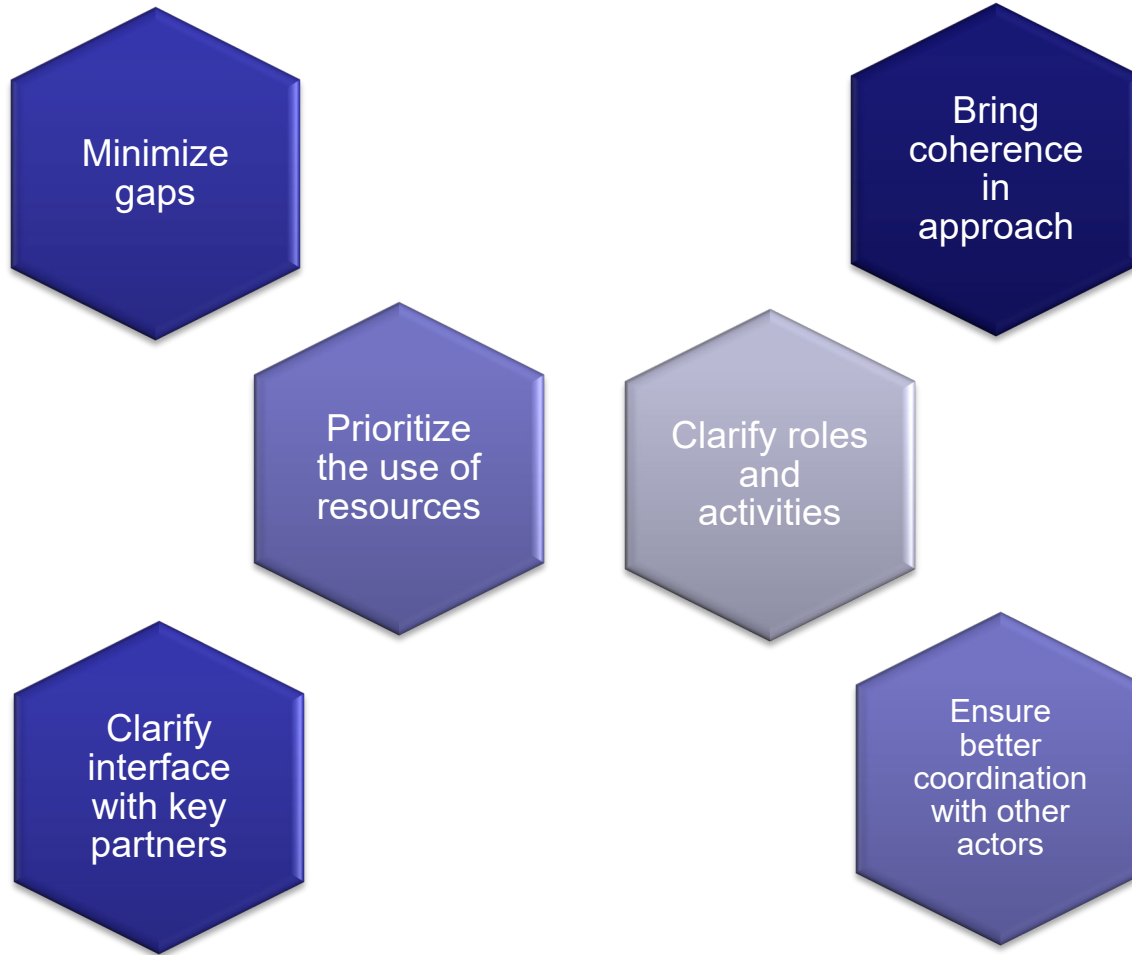
- Analyses resources and capacities
- Identifies
 - coordination mechanism
 - Within the mission (e.g. POC WGs, POC task force etc.)
 - With external actors (Host Country, other International actors)
 - Roles and responsibilities within the mission

Tactical Perspectives

Orders at tactical level are based on the POC Strategy



Advantages



POC Strategy Content



- Purpose, scope and key principles
- Mission threat analysis

- Mission POC action plan
- Roles, responsibilities and coordination mechanisms



Threat assessment

Should include

- capacity and willingness of host-State police and other law enforcement agencies to protect
- location, size and affiliation of vulnerable communities
- location, capacity and intent of spoilers and potential spoilers
- Location of armed groups
- Criminal groups

POC Threat Matrix

- Lists and prioritizes short/mid-term POC threats to civilians
- Maps specific populations at risk and vulnerabilities affecting them
- Maps protection actors
- Lists and monitors implementation of all short term activities to prevent, pre-empt or respond

POC Threat Matrix (continued)

- Identifies mission resources
- Flags gaps in response and recommends corrective action on the response and resources
- Consulted with all elements within the mission and UNCT

POC Matrix

Locations/ priorities	Threat	Population at risk	Other Protection actors	Mission response activities	Mission responses/ Activities	Recommendations

POC Plan

Guides activities to ensure adequate management and implementation of the POC mandate

POC Plan

- Planning
- Coordination
- Information management
- Early warning and response
- Public information
- Training
- Capacity building

Planning

- Ensures that the POC strategy is part of the mission integrated approach to POC
- POC planning for police components should be captured in the police Concept of Operations (CONOPs).
- Reflects and is reflected in the police CONOPS and DUF, especially in terms of threat assessments, priorities, and roles and responsibilities that these documents commonly lay out.

Mission-Specific Planning

- The nature of the threat and the associated risk to civilians
- The mission's ability to address the threat
- The comparative advantages and expected impact on the mission
- The possible negative consequences of its actions or inaction

Planning References

- POC Action Plan
- POC Matrix



- Capacities and resources for POC action
- Mission POC architecture

Take Away

- Every peacekeeping mission with a POC mandate develops a POC Strategy
- The scope of the strategy is usually limited to the mission, but includes coordination mechanisms with other actors

Questions

Lesson 3.2:
Guidelines for UN Police in
Protection of Civilians

Relevance

SCR 2185 (2014) affirmed the central role of the protection of civilians in the work undertaken by the United Nations Police

Protection is a central policing task in domestic settings but different in the context of a UN peace operation

Effective POC requires joint civilian-police-military planning

The guidelines are designed to assist UNPOL in implementing protection of civilians

Learning Overview

- Introduction
- Mission and role of UNPOL in POC
- UNPOL planning for POC and key activities
- The three Tiers approach and role of UNPOL
- Four operational phases and UNPOL
- Cooperation with mission components
- Training
- Conclusions

Learning Objectives

Learners will be able to:

- Explain the protection role of United Nations Police POC
- Identify UNPOL activities in the three Tiers and each of the four operational phases
- Illustrate the integrated approach in POC
- Explain the mechanism of cooperation in case of POC operations along with the civilian and military components

Introduction

Protecting civilians is a critical aspect of protecting peace



UNPOL harmonize and coordinate actions among all mission components



SCR 2185 highlighted the central role of UN police in the protection of civilians as part of a comprehensive approach to missions with POC mandates



UN police must plan and conduct their POC activities based on a threat assessment

Guidelines “United Nations Police in Protection of Civilians”

Assist UNPOL in implementing POC mandates

Apply to police components of United Nations peace operations with POC mandates

Reflected in

- Pre-deployment training modules
- Induction and in mission training



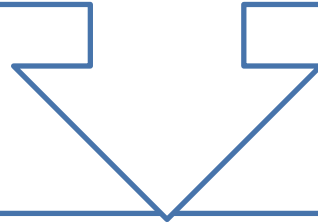
Guidelines
“United Nations
Police in
Protection of
Civilians”

Aimed at

- HOPC and SMT
- HQ & Mission planners
- All UNPOL personnel
- Civilian experts

Mission of UN Police

To enhance international peace and security by supporting Member States in conflict, post-conflict and other crisis situations to realize effective, efficient, representative, responsive and accountable police services that serve and protect the population.



UN police build and support, or, where mandated, act as a substitute or partial substitute for host-State police capacity to prevent and detect crime, protect life and property and maintain public order and safety in adherence to the rule of law and international human rights law.

UN Police and POC

- Enhance international peace and security
- Protect and respect human rights
- Respect and promote the primary responsibility of host governments to protect civilians
- Active duty to protect
- Prioritize POC activities among their mandated tasks

Protection

Domestic and PKO settings

- Protection is a central policing task in domestic settings
- UN police have different authority and resources
- UN police tasks differ from policing in a domestic setting
- In PKOs, physical threats to civilians may be different

Key activities of United Nations Police in POC



- Community-oriented policing
- Early Warning
- Public order and security
- Support to host State police



Head of UN police component

- Command responsibility
- Contribute to the development and implementation of POC strategy
- Issuance of operational plans (OPLAN) and directives
- Ensure common understanding of Directive on the use of force (DUF)
- Ensure training delivery

UN Police capacities for POC



Individual
Police
Officers



Formed
Police Units



Specialized
Police Teams



Special
Police
professional



Civilian
Professionals



UN police contribution to POC

- Analyse threats
- Prevent
- Pre-empt
- Respond to violence against civilians
- Consolidation



Planning for UNPOL

Based on joint threat
assessment

Location and size of
vulnerable groups

Capacity and intent
of spoilers

Capacity and
willingness of host
country police to
protect civilians

The three tier approach

UN peace operations undertake POC activities through the following three-tier approach:

- Tier I – protection through dialogue and engagement;
- Tier II – provision of physical protection
- Tier III – establishment of a protective environment

No inherent hierarchy or sequencing between the tiers

Tier I – Protection through dialogue and engagement

Examples of UNPOL activities

- Information gathering and analysis in support of political processes
- Liaise and advocate for protection of civilians with host-State authorities
- Strengthen community-oriented policing approaches and promote engagement with communities
- Record and share allegations of violations of human rights

Tier II – Provision of physical protection

Activities involving the show or use of force to prevent, deter, pre-empt and respond

Formed Police Units play a critical role

FPU's role in POC should be reflected in the Police CONOPS and OPLAN

Tier II – Provision of physical protection

IPOs can support the provision of physical protection by:

- Working closely with human rights components and civil affairs
- Contributing to the identification of areas and situations for which physical protection measures undertaken by FPU should be prioritised

Tier II – Examples of UN Police activities to provide physical protection

- Monitor, gather and share information
- Conduct risk and threat assessments taking into account vulnerabilities of civilians
- Patrolling
- Presence at refugee and/or IDP camps
- Human rights monitoring
- Maintain a robust posture and/or high-profile presence in areas of potential threat

Tier II – Examples of UN Police activities to provide physical protection

- Deploy proactively to strategic locations to deter attacks on civilians
- Provide protective defensive positions around civilian settlements
- Prevent, pre-empt and respond to physical threats
- Stop and detain as set forth in the mandate and DUF

Tier III – Establishment of a protective environment

- Building the capacity and willingness of the host-State police and other law enforcement services to protect civilians
- Reform, restructure and rebuild host-State police
- Human rights monitoring and investigations
- Support to the re-establishment of judicial and corrections systems
- Support child protection and SGBV activities

Focus on capacity building

Extend state
authority

Build capacity of
the justice chain

Support the host
State police

Rigorous
application of
HRDDP and SGF

Increase host state
police contributions
to the establishment
of a protective
environment.

The three-tier approach: Operational phases

All three tiers of POC actions are implemented along four operational phases

- Prevention,
- Pre-emption,
- Response
- Consolidation

The four phases are not necessarily sequential they can be simultaneous or independent.



Phases of Response

Plans and actions to reduce the risk of violence against civilians

Prevention

Pre-emption

Response

Consolidation

Reactive – Plans to reduce the effects of violence

Operational Phases – Learning activity



Prevention



Pre-emption



Response



Consolidation

Learning Activity 3.2 a

Instructions

- Consider the four operational phases and identify for each phase tasks for UNPOL
- Once tasks for UNPOL have been identified, list tasks for FPU, IPOs and/or other UNPOL elements

Time: 20 minutes

- Brainstorming: 12 minutes
- Discussion: 8 minutes

Phases of Response

Prevention

Pre-emption

Response

Consolidation



For instance

- Visible presence, patrols, FPU deployments
- Identify Early Warning of Human Rights Violations
- Mitigate community conflicts that could escalate into physical violations
- Sensitize host-State police to HR and IHL standards
- Support accountability mechanisms for internal/external oversight

Phases of Response



For instance

- Increased patrolling either jointly with host-State police or unilaterally
- Proactive engagement, advocacy with and support to host-State police whose elements have perpetrated violence against civilians
- Political pressure; intensified communication with armed actors and potential parties to the conflict
- Human rights monitoring and reporting

Phases of Response

Prevention

Pre-emption

Response

Consolidation



For instance

- Direct action by FPU's to protect civilians as set forth in the DUF
- Provide direct physical security to stop aggressors and secure civilians' movement to more stable areas
- Mobilize, persuade and support host-State police in extending their presence and ensuring rule of law and public order in affected areas
- Collect, register and preserve evidence of crimes against humanity and other serious crimes
- Human rights monitoring and reporting

Phases of Response



For instance

- Mediation and stabilization post-crisis
- Restoration of the rule of law and prevent recurrence of violence
- Collection of evidence and human rights investigations
- Support delivery of humanitarian aid

Police & military cooperation in POC



Let's work together

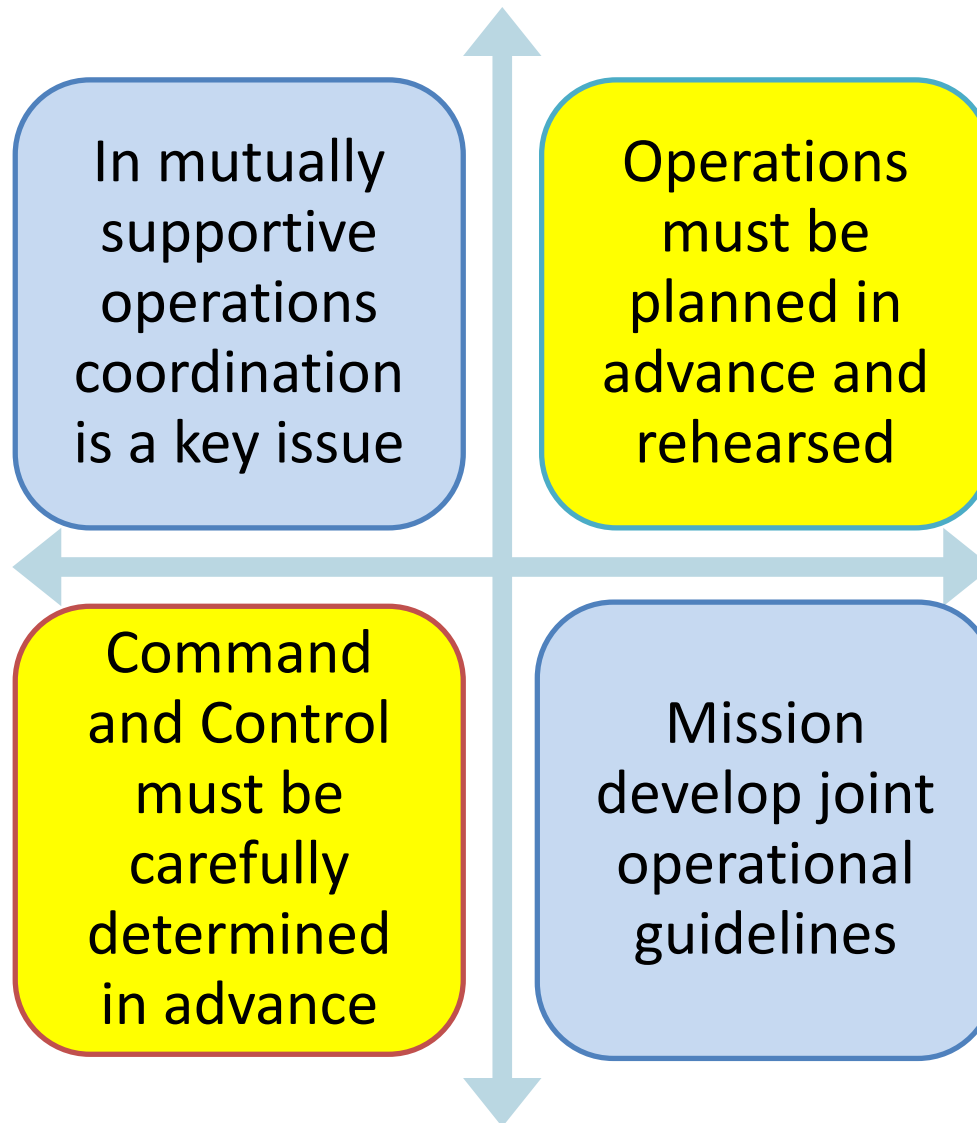
Police - Military cooperation overview

- Military and Police provide physical protection
- As a matter of principle police/military joint operations should be considered as an exception
- Different Techniques, Tactics and Procedures (TTPs) could create difficulties during the conduct of the operations
- Nevertheless circumstances where police/ military components must work in mutual support may occur

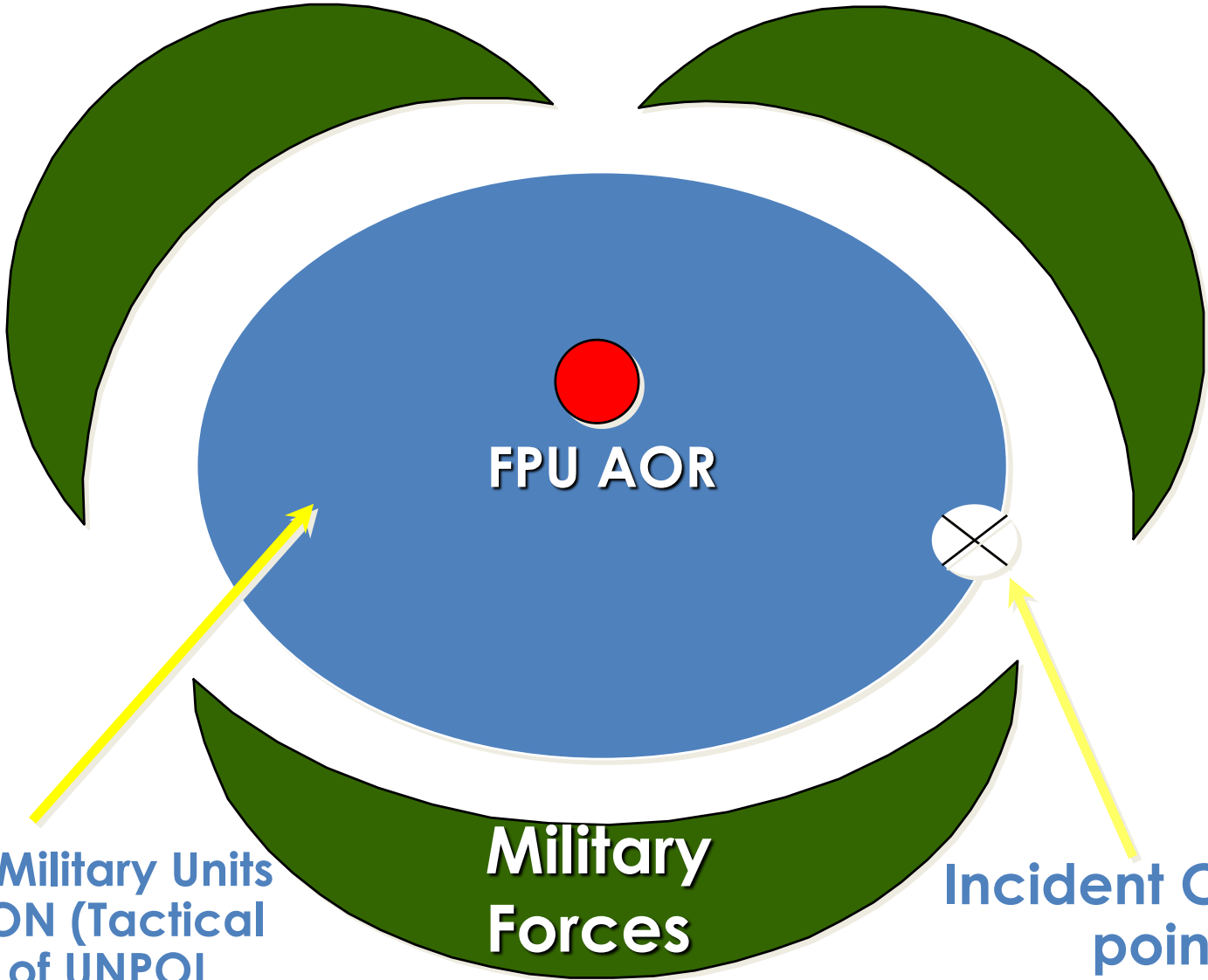
Police - Military cooperation overview (continued)

Should the operational need arise
mutually supportive operations
have to be considered

Mutually supportive operations Coordination & Co2



BLUE BOX



FPU AOR

Military Forces

Incident Control point

Possible Military Units under TACON (Tactical Control) of UNPOL

Key Factors for mutually supportive operations

- Understand mission of other components
- Respect independent role of each component
- Awareness of means and capabilities of different components

Cooperation with other partners

- JMAC/JOC
- Human Rights
- POC Adviser
- Justice and Corrections
- Mine Action
- Civil Affairs
- Public Information
- Humanitarian Country Team

Learning Activity 3.2 b

Instructions

Participants will be divided in groups

Each group has to identify areas where cooperation among different mission components is required

Time: 15 min

Brainstorming: 9 minutes

Discussion: 6 minutes

POC Training

- UN Police, particularly commanding officers, need a clear understanding of the POC strategy
- Each UN Police Officer should be aware of the role of UN Police in POC
- Each UNPOL should be aware how and when force can and should be used in accordance with the DUF



Learning Activity 3.2 c

Instructions

Participants will be divided in groups and will answer the following questions:

Which activities do/can UN Police undertake that have greatest impact on:

- Immediate security of civilians?
- Prevention, pre-emption, response?
- The protective environment?

Time 10 min

Brainstorming: 6 minutes

Discussion: 4 minutes

Take Away

- The POC Guidelines for UN Police provide detailed guidance for strategic, operational and tactical levels
- UN Police have an active duty to protect
- UN Police prioritize POC activities among other mandated tasks

Take Away (continued)

- Close cooperation with other mission components and local authorities is essential
- Particular attention to the needs of vulnerable groups
- UN police play a role in all the three tiers

Questions

Lesson 3.3:

Use of force by UNPOL in Protection of Civilians

Relevance

- Use of force is the last resort to protect civilians
- Failures to protect civilians may affect the credibility of the mission & the UN as a whole
- The use force is authorized against any source of violence as soon as a threat against civilians has been identified.

Learning Overview

- Introduction
- Legal and operational perspective
- Principles of use of force
- De-escalation strategies
- Use of fire arms
- Concept of precaution
- Training
- Equipment
- Take away

Learning Objectives

Learners will be able to

- Explain circumstances when force can be used in Protection of Civilians
- Define the principles of use force and the concept of precaution
- Explain the impact that use and misuse of force may have on the Mission

Introduction

- UNPOL exercise powers in accordance with the UNSCR, CONOPS, DUF, etc.
- UNPOL must respect international human rights and criminal justice standards
- Level of authority for UNPOL is spelled out in the Directive on the Use of Force (DUF)
- UNPOL acts in law enforcement environment

Introduction

Misuse of force
may have negative
effect

The use of force
affects every aspect of
the mission

Use of force precise,
timely, appropriate,
necessary and
proportionate to the
threat

A failure to use
necessary force may
result in accountability

*The use of force
should be limited
and carefully
considered*

Use of Force

Use of Force is an issue to be analysed from the following perspectives:

- Legal
- Operational

Use of Force – legal perspective

Force used in accordance with the UN SCR and DUF



UNPOL exercise their functions in accordance with international human rights standards for law enforcement (stricter than IHL)



The use of force is regulated by the Basic Principles on Use of Force, code of conduct and mission specific guidelines



Violations may result in accountability, including for commanders involved

Consideration

“UNPOL feel in some situations so afraid of violating use of force standards that they fail to act altogether (or they use supposed fear of violating standards as pretext not to put themselves in harm's way)”

Principles of use of force

- Legality
- Necessity
- Proportionality
- **-(Precaution)-**
- Accountability

All police actions will be aimed at the protection and preservation of human life, property, liberty and dignity



Principles of use of force

Legality

Compliance
with
International
Law

Mandate and
DUF

Principles of use of force

Necessity

two steps test

use of force
last resort

Only
minimum
use of force

FPU's must seek to
proactively deescalate
potentially violent situations

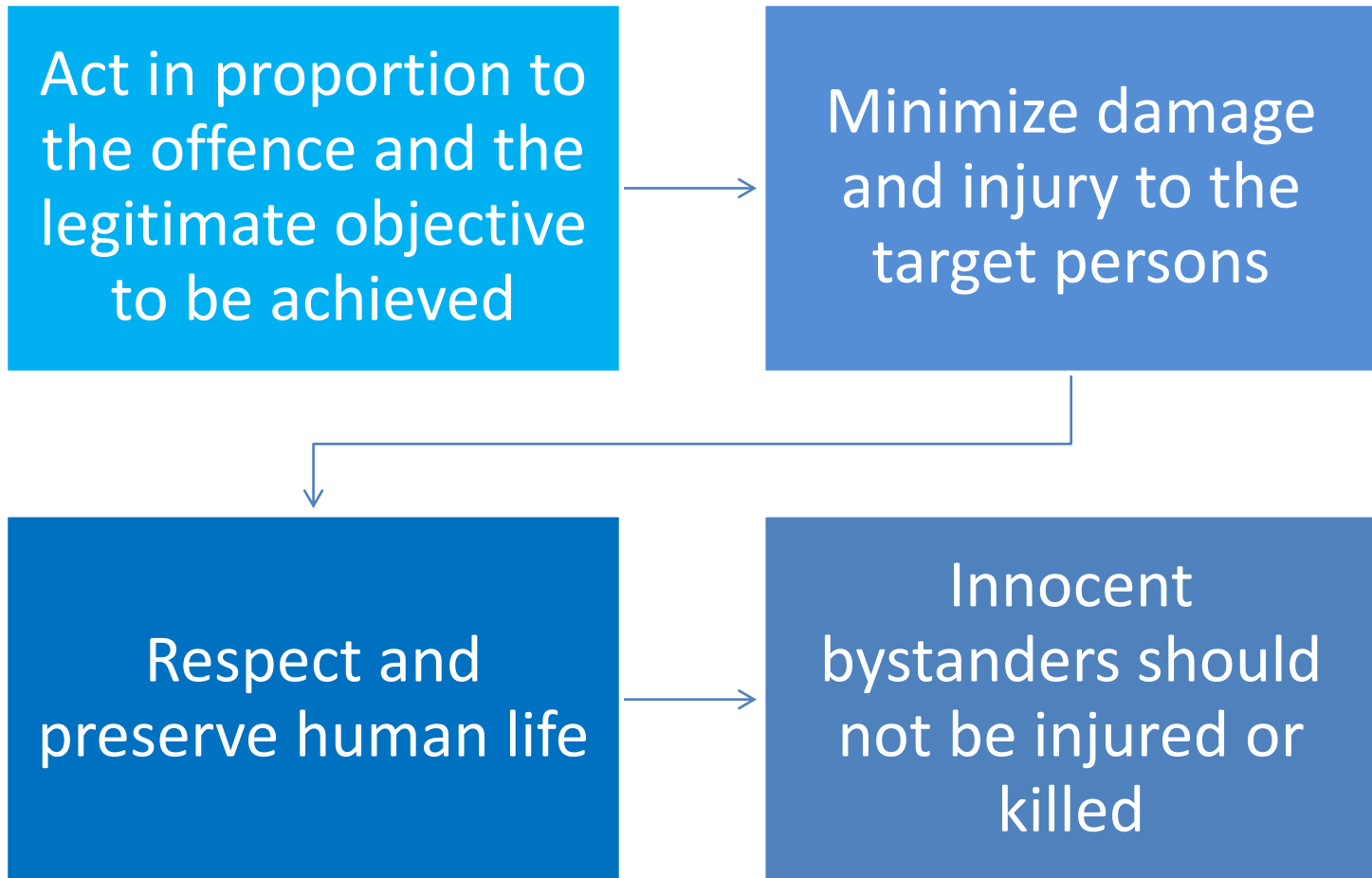
Principles of use of force - Necessity

De-escalation strategies in crowd control:

- Avoid suppression of peaceful assemblies
- Identification and isolation of violent individuals
- Dispersal is not always necessary
- Clear instructions to disperse
- Space & time to disperse
- De-escalation must be trained

Principles of use of force

Proportionality



Use of fire arms

Firearms are to be used only in extreme circumstances:

- Self-defence or defence of others against imminent threat of death or serious injury
- To prevent serious crime that involves a grave threat of life
- Intentional lethal force («shooting to kill») only to protect life against imminent threat

No use of firearms for the sole purpose of protecting the property of the United Nations!

Precaution Organizational Duties

Proper planning

Proper command and control during operations

Adequate equipment

Adequate personnel with adequate training

Full consideration of groups with special vulnerabilities


Ensuring precaution is a command responsibility

Principles of use of force Accountability


Any arbitrary or abusive use of force and firearms shall be punished as a criminal offence under the law



Where injury or death is caused by law enforcement officials they shall report the incident to their supervisor



Any incident involving serious injury, death or use of firearms must be subject to a sufficient independent, impartial, prompt and effective investigation



Superior officials shall be held responsible for actions of police officers under their command if he/she failed to take concrete action

Complying with Use of force

Operational perspective

- Risk of hurting innocent bystanders in use of force
- Risk of violence escalation in case of use of force, implying increased risk to UNPOL
- Impact on consent from local population in case of no proper action or abuse of use of force

Use of force/Equipment

- UNPOL must have adequate protective equipment - essential prerequisite -
- List of authorized equipment is detailed in the DUF
- Safety and security of UN Police is a priority
- Police must be protected to protect civilians

“The more exposed and unprotected police officers are, the more likely they are to resort to a high level of force”

Training

Appropriate training, including on use of less lethal weapons, will enable FPU's to safely and appropriately deal with different circumstances

Take Away

- The use of force is the last resort to protect civilians
- Failures to protect civilians may affect the credibility of the mission & the UN as a whole
- Presence and posture as well as early warning are key factors for success
- Ensuring sensitivity to POC, Child Protection and CRSV threats and challenges.
- Force may be required, but must not be excessive.

Questions

Lesson 3.4:
Tactical decision-making
process

Relevance

- Commanders and their staff need to understand the overall strategic and operational framework of the planning process
- Tactical Commanders and their staff must elaborate plans to conduct effective police operations at the tactical level

Learning Overview

- Introduction
- Definition
- Purpose of planning
- Decision-making wheel
- Tactical considerations for planning
- Overview of OPORDER

Learning Objectives

Learners will be able to

- Define a problem
- Illustrate planning methodology
- Show how to generate alternatives
- Use the decision-making process at tactical level, issuing their own OORDER

Introduction

- Operations are never improvised
- The concept of maneuver and the associated orders are the result of methodical analysis of different factors
- Decision are made in accordance with doctrine and legal basis

Definition

Effective decision-making is a defined process that helps to identify and select the best action among several alternative options, based on a goal and an evaluation of possible consequences.

Decision and Planning Process

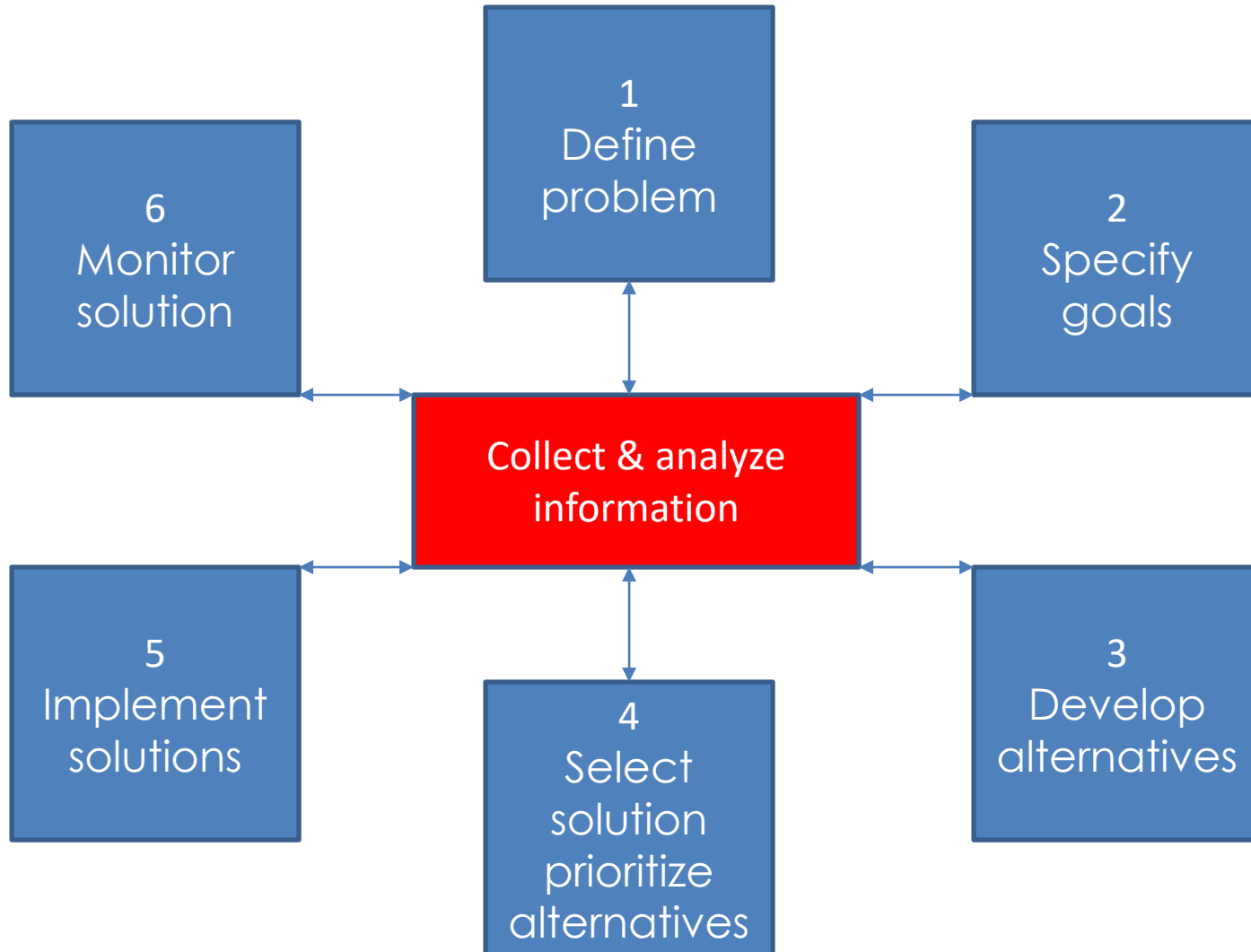
Analytical and deductive logical process

- Based on commander's centrality (Commander Led)
- Used for solution of problems pertaining to actions at all levels of responsibility (strategic, operational and tactical) and for all operations

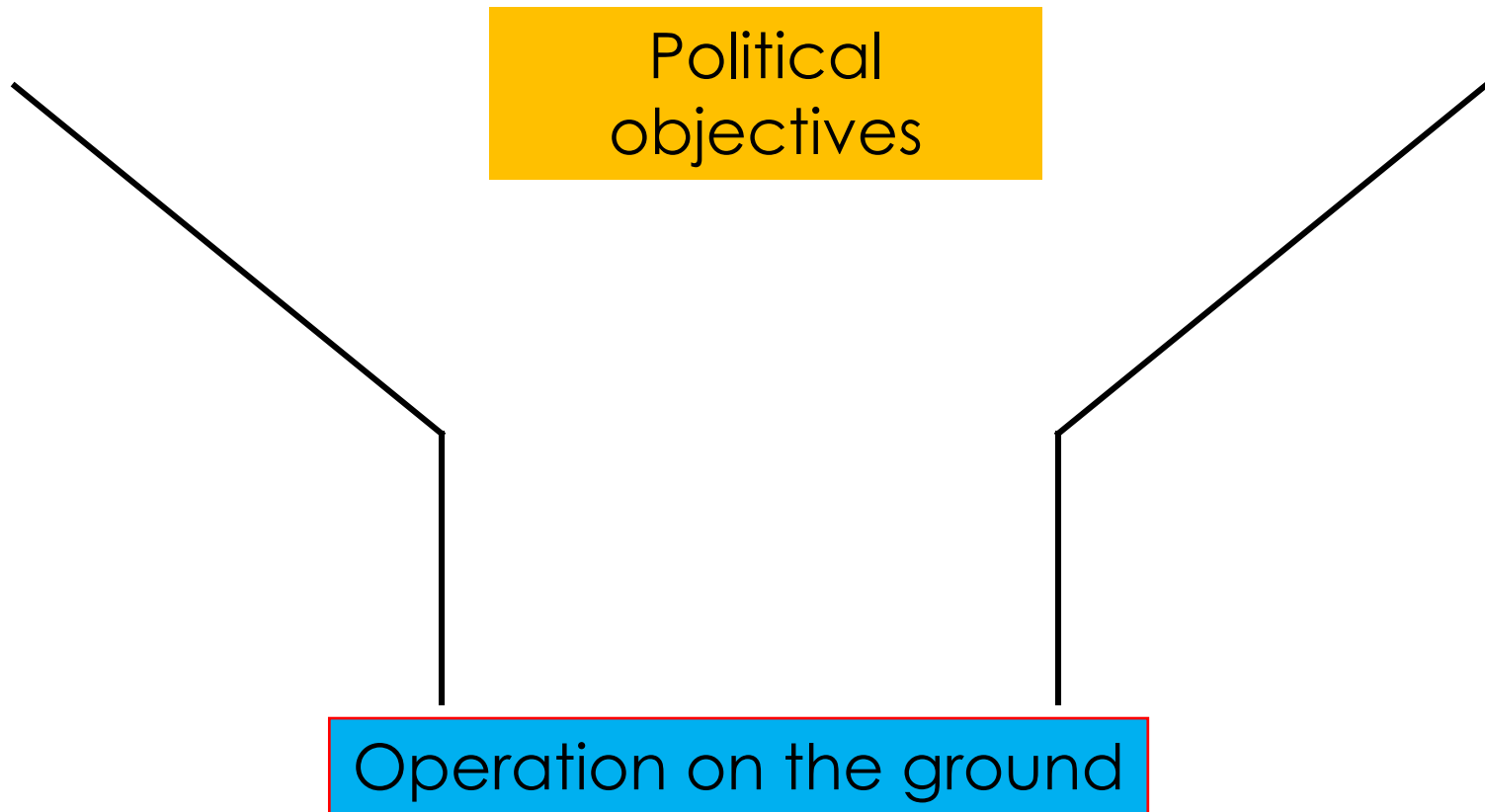
Logical steps to be followed in a DMP

- Defining the situation/decision to be made
- Collection and Analysis of pertinent information
- Consider all possible solutions
- Calculate the consequences of these solutions (pros and cons)
- Choose the best option

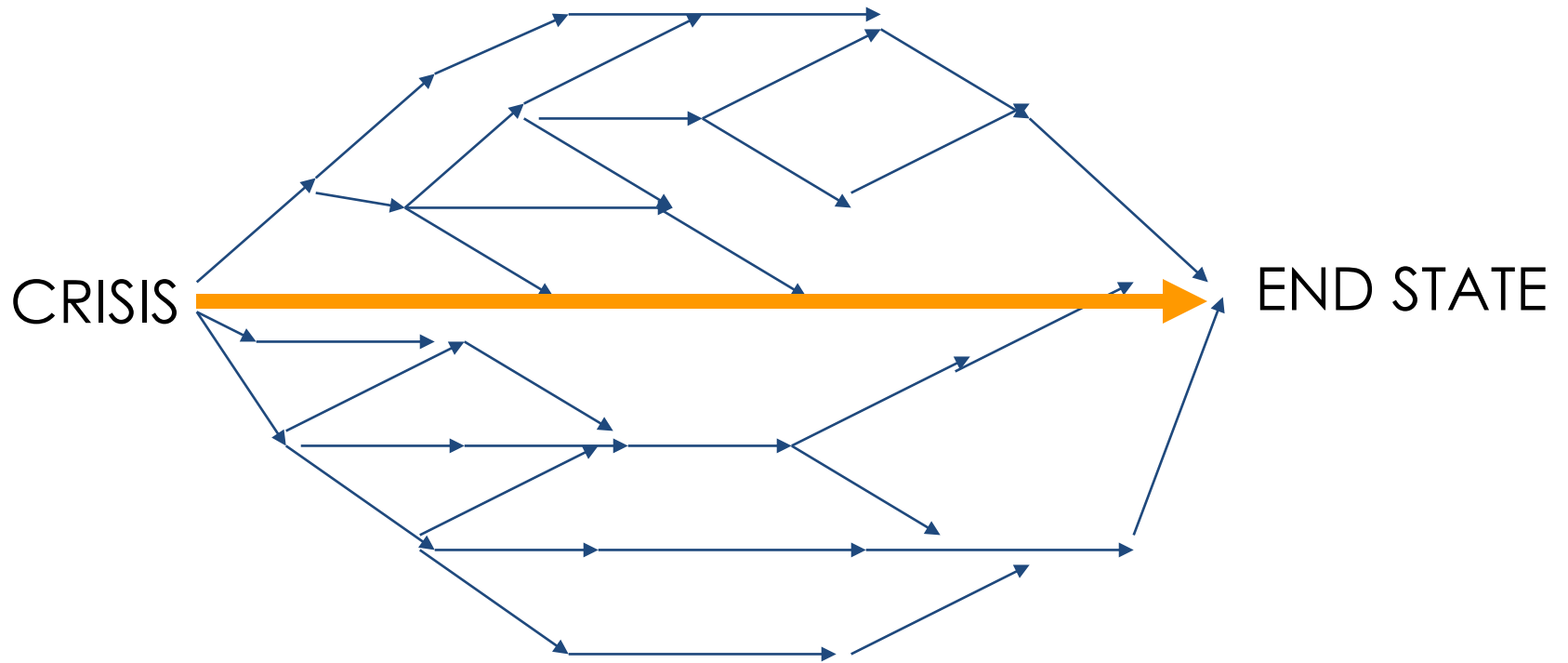
Decision making wheel



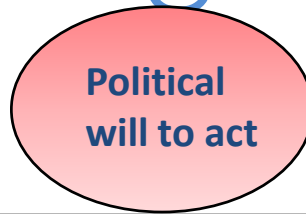
The purpose of Planning



The purpose of Planning



Planning levels



Strategic

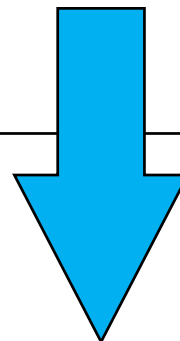
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Police Component

Operational

2



Tactical

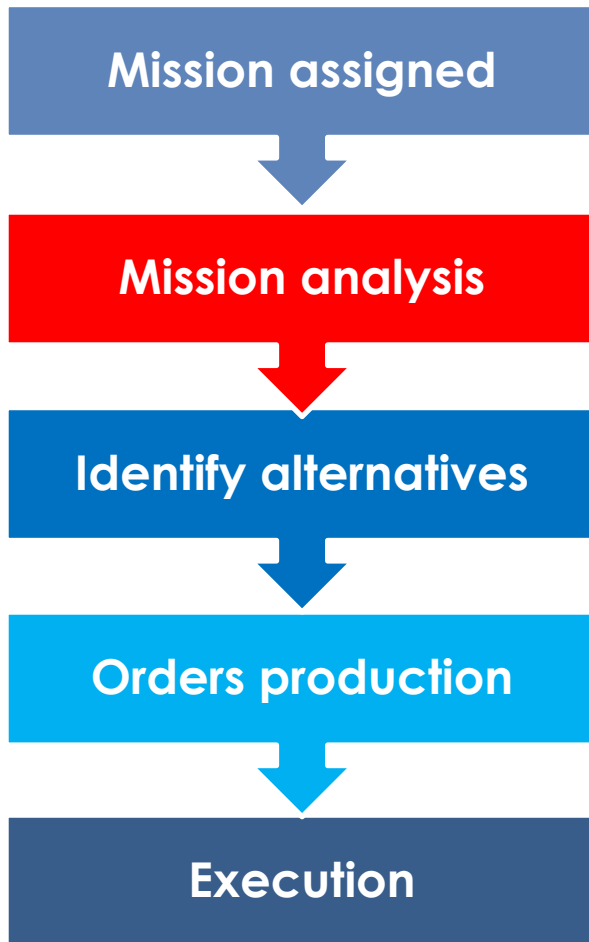
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Event

Protection of Civilians - Tactical considerations



Mission analysis



1. Identify Key Actors

- a. Civilian population
- b. Potential perpetrators including criminal groups
- c. Host State police and security forces
- d. Other protection actors

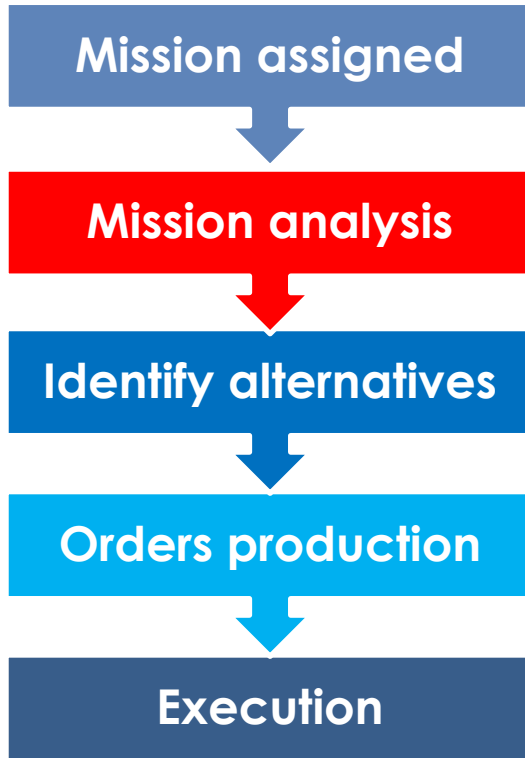
2. Threat Analysis

- a. Overview
- b. Key Elements
- c. Matrix

3. Risk Analysis

- a. Vulnerability assessment
- b. Protection actors capability assessment
- c. Danger level assessment
- d. Risk analysis matrix

Mission analysis



1. Identify Key Actors

- Civilian population
- Potential perpetrators including criminal groups
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- Other protection actors

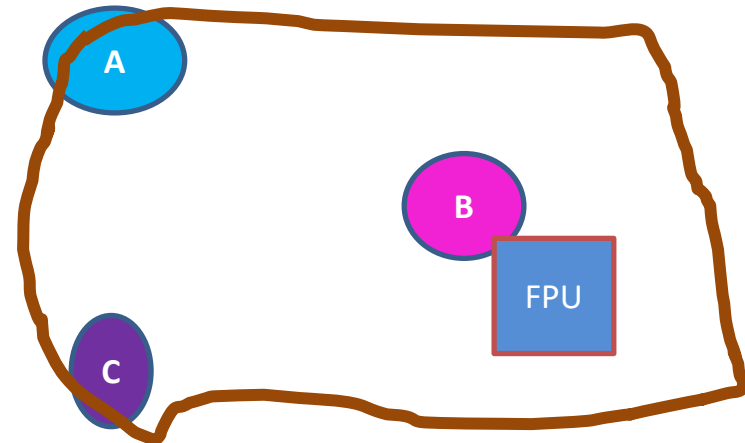
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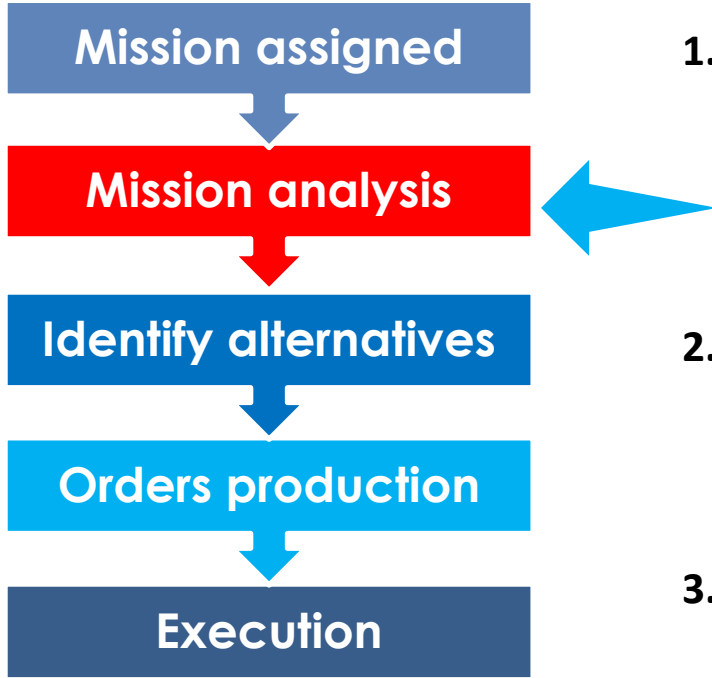
3. Risk Analysis

- Vulnerability assessment
- Protection actors capability assessment
- Danger level assessment
- Risk analysis matrix

Civilian Population	Location	Number Children Gender	Ethnicity Religion Political	Schools	Hospitals	Markets
Community A						
Community B						
Community C						



Mission analysis

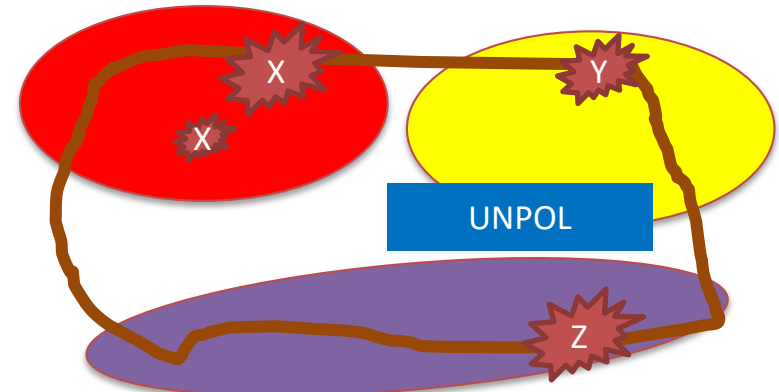


1. **Identify Key Actors**
 - a. Civilian population
 - b. Potential perpetrators including criminal groups
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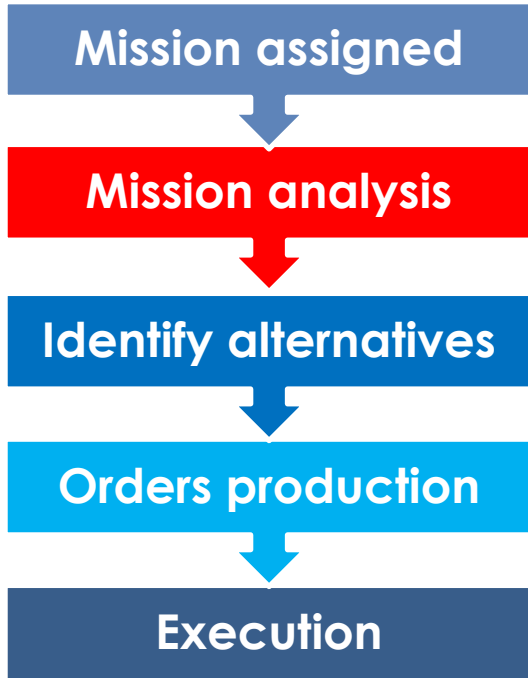
2. **Threat Analysis**
 - a. Overview
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 - a. Vulnerability assessment
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 - d. Risk analysis matrix

HSSF	Location	Number	Composition	C2
Perpetrator X				
Perpetrator Y				
Perpetrator Z				
Ethnicity Religion Political	Intent	Capabilities	Historical Background	Use of Child Soldiers



Mission analysis

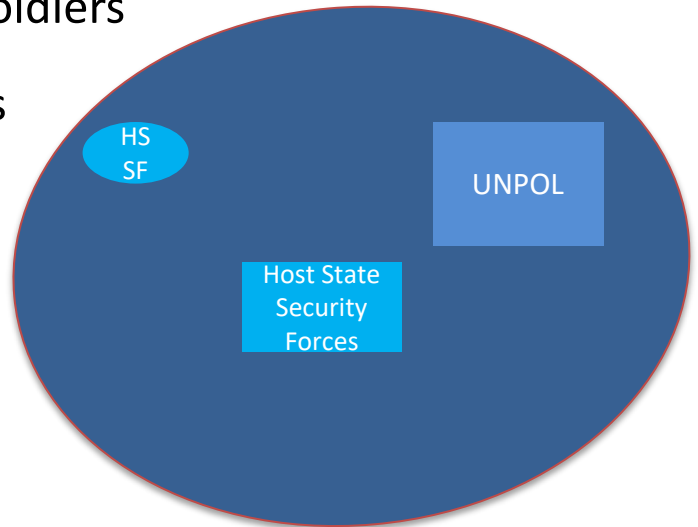


1. Pinpoint location and area of influence or operations

2. Determine:

- Number, composition and C2
- Ethnicity, religion and political affiliation
- Capability and will to protect civilians
- Human rights records
- Use of child soldiers

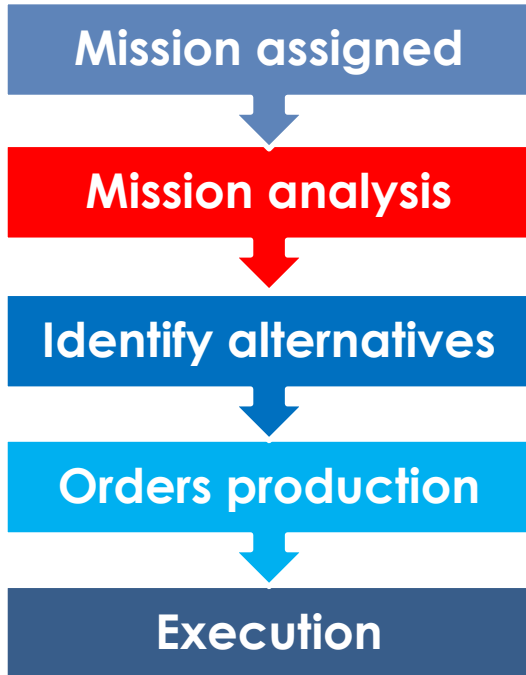
3. Identify the leaders



HSSF	Location	Number	Composition	C2

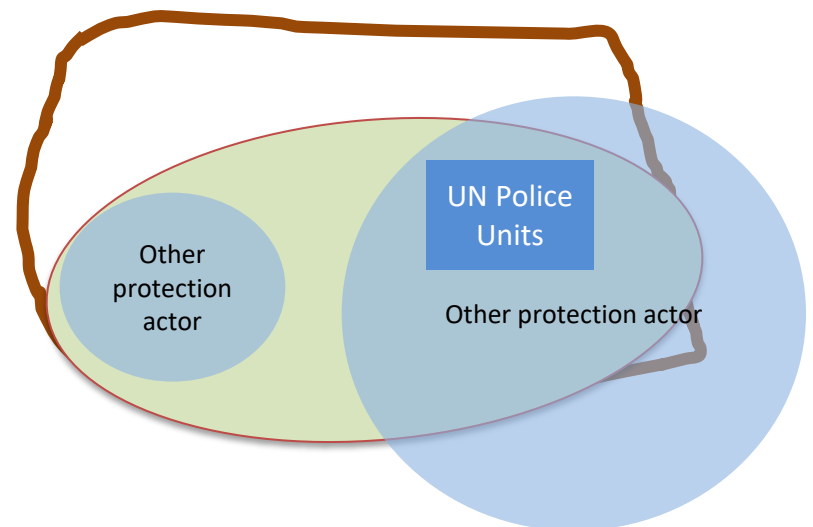
Ethnicity Religion Political	Capabilities	Will	HR Violations	Use of child soldiers

Mission analysis

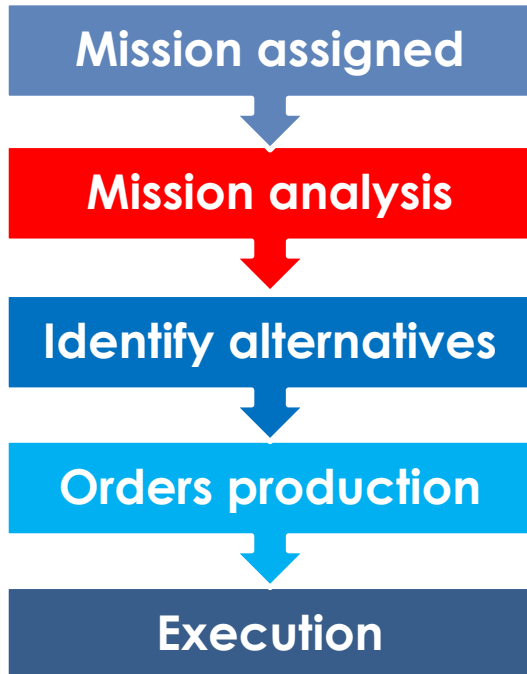


1. Pinpoint location and area of influence or operations
2. Determine:
 - Mandate and capabilities
 - Their capacity and will to support peacekeeping operations
 - Their dependence on peacekeeping support
3. Identify the existing coordination mechanisms with the mission

Other protection actors	Location	Mandate	Capabilities	Support capacity
Protection Actor A				
Protection Actor B				
Protection Actor C				



Mission analysis



1. Priority consideration to threats identified at the mission level

2. Additional threats identified at the unit's AOR

For each threat determine:

- Situation and type of threat (What)
- Potential perpetrators (Who)
- Potentially affected population (Whom)
- Areas where civilians may be targeted (Where)
- Days and time of day attacks are most likely (When)
- Motivation behind threat (Why)
- Possible movements and tactics of the armed groups (How)

Mission analysis

Threats

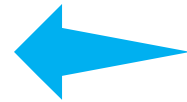
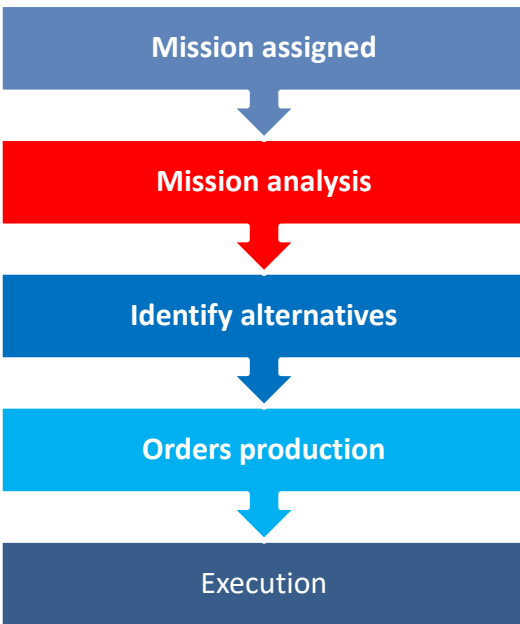
Threat: Any factors (actions, circumstances, hazards or events) which have the potential or possibility to cause harm, loss or damage to the operations.

Threat = Capability x Intent

Example:

- A potential adversary group with intent to cause harm but with minimal capability is a limited threat.
- A group with significant capability but no intent poses almost no threat.

Threat analysis - Key Elements

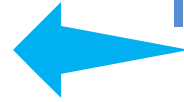
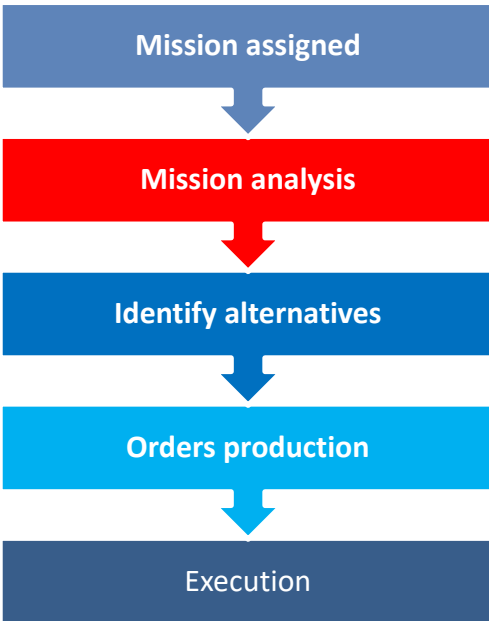


Civilian Population A	Ethnical	Religious	Political	Others
Armed Group X	Concern	Concern	---	Concern
Armed Group Y	Concern	---	Concern	---
Armed Group Z	---	---	---	---

Threat analysis - Threat analysis Matrix

What	Who	Whom	Where	When	Why	How
Threat 1	Perpetrator X	Community A	Lat-Lon	PM	Political	Possible maneuver
Threat 2	Perpetrator X	Community B	Lat-Lon	Day	Religious	Possible maneuver
Threat 3	Perpetrator X	Community C	Lat-Lon	Night	Ethnical	Possible maneuver
Threat 4	Perpetrator Y	Community A	Lat-Lon	Working Hours	Conduct operations	Possible maneuver
Threat 5	Perpetrator Y	Community B	Lat-Lon	School Hours	Retaliation	Possible maneuver

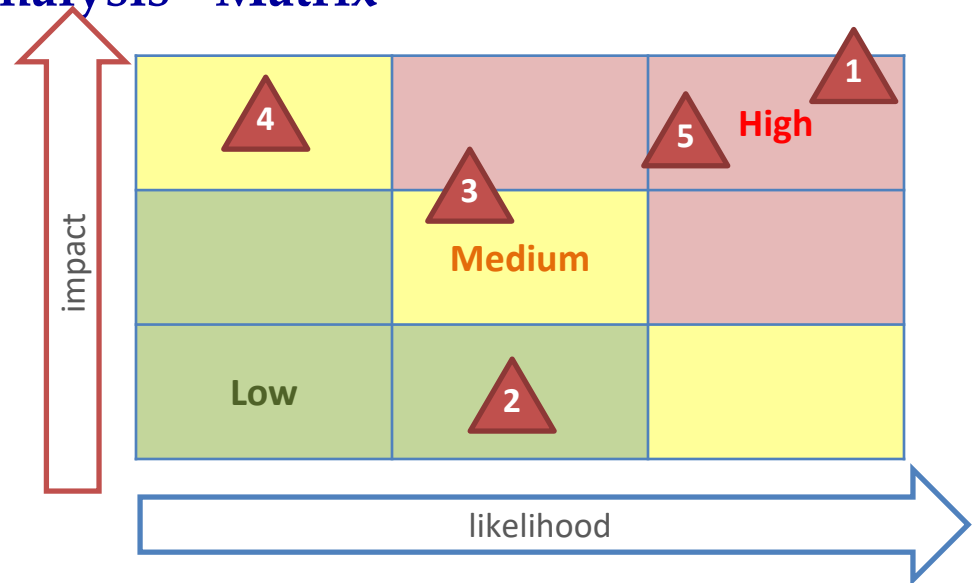
Risk analysis - Danger level assessment



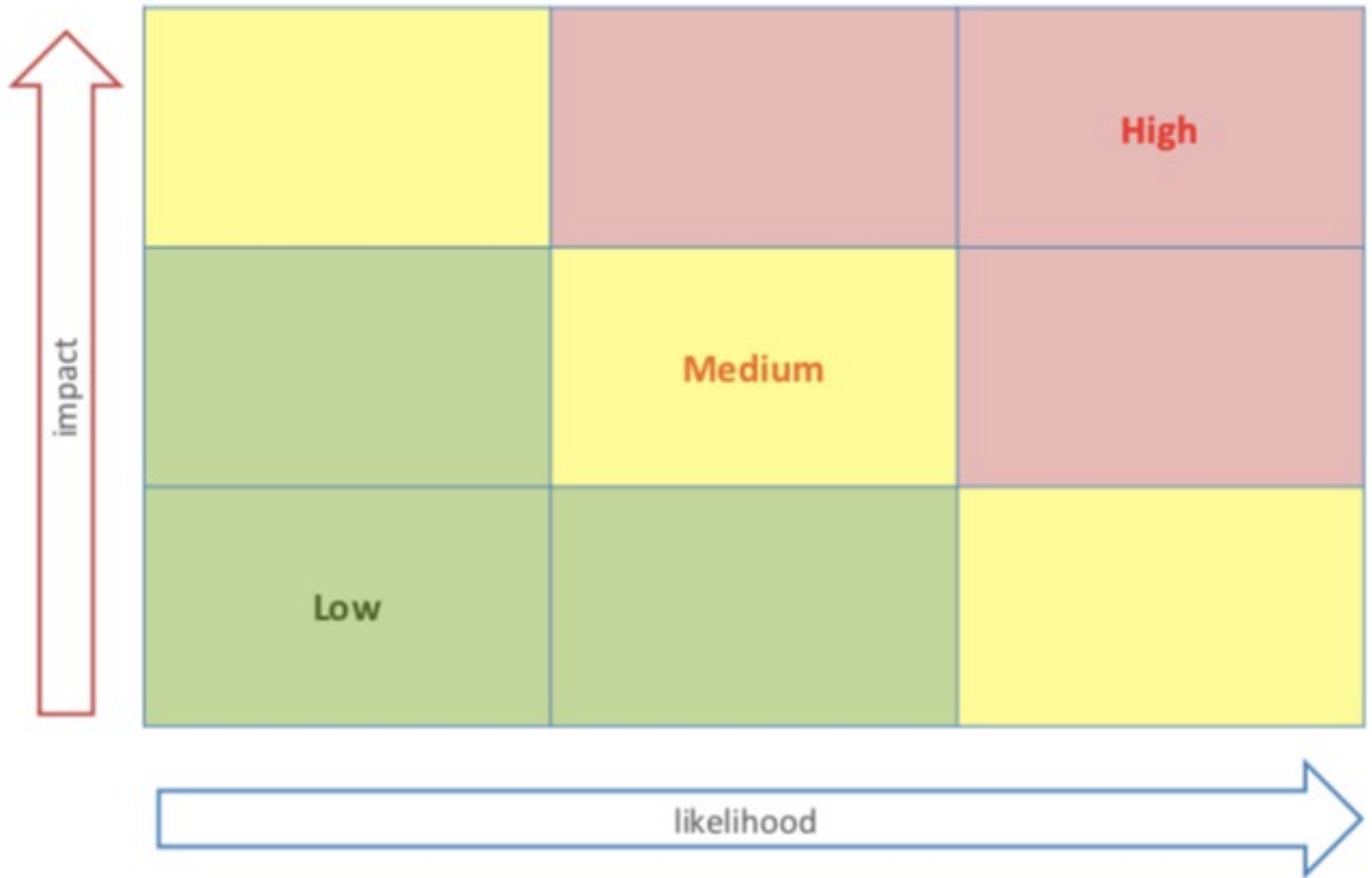
Threat #	Intention	Capability	Historical Background
Armed Group X	High	High	High
Armed Group Y	Medium	High	Low
Armed Group Z	Low	Medium	Low

Risk analysis - Matrix

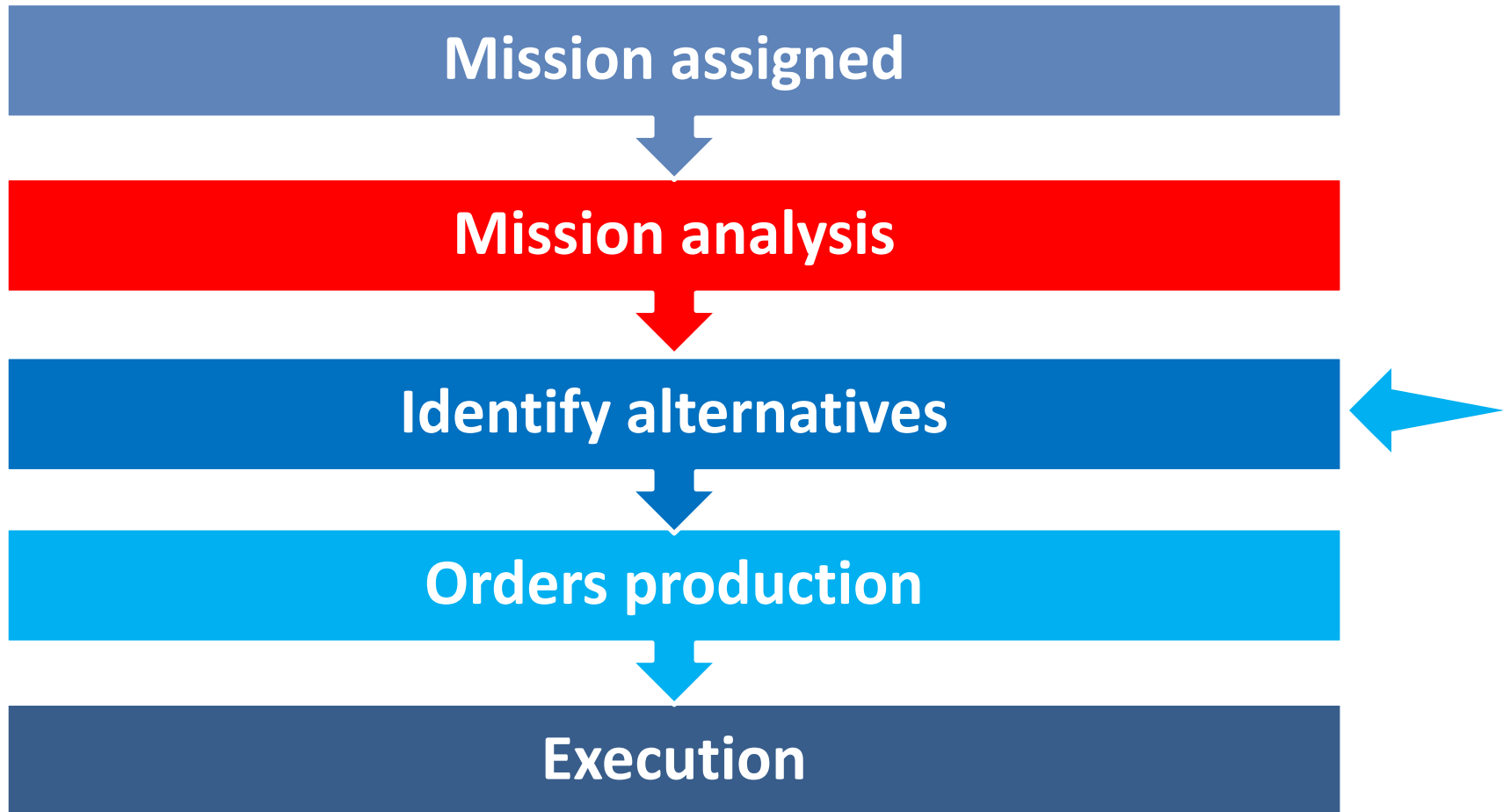
What	Who	Whom	Where	When	Why	How
Threat 1	Perpetrator X	Community A	Lat-Lon	PM	Political	Possible maneuver
Threat 2	Perpetrator X	Community B	Lat-Lon	Day	Religious	Possible maneuver
Threat 3	Perpetrator X	Community C	Lat-Lon	Night	Ethnical	Possible maneuver
Threat 4	Perpetrator Y	Community A	Lat-Lon	Working Hours	Conduct operations	Possible maneuver
Threat 5	Perpetrator Y	Community B	Lat-Lon	School Hours	Retaliation	Possible maneuver



Risk Analysis Matrix



Tactical considerations



Summary of intended COAs

Threats	Prevention	Preemption	Response	Consolidation

FACTORS

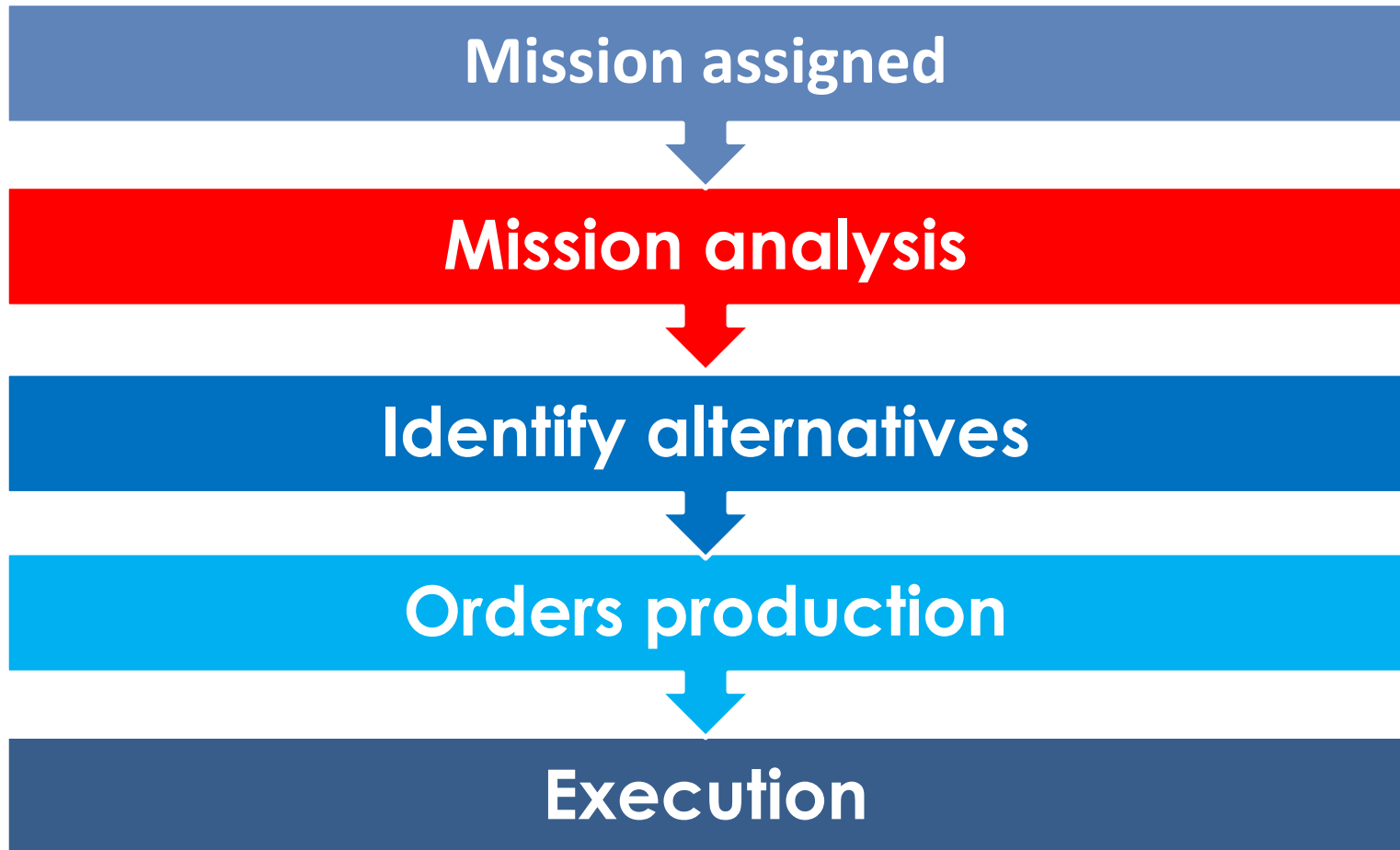
Main effect

Restrictive condition

Imperative



Tactical considerations



Illustrative Framework of an Operation Order

1. Situation
2. Mission
3. Execution
4. Logistic
5. Command & Control and communication

Annexes

Illustrative Framework of an Operation Order

1. Situation

- General Information
- Political context
- The Local Police
- Other organizations involved in the area
- Risk assessment
- Threat assessment

Illustrative Framework of an Operation Order

2. Mission

Provide clear, concise definition of the purpose and the nature of the operation

Illustrative Framework of an Operation Order

3. Execution

- Force composition
- Tasks
- Commander's intent
- Concept of operations- how the operation will be conducted
- Area of operation
- Co-ordinating instructions

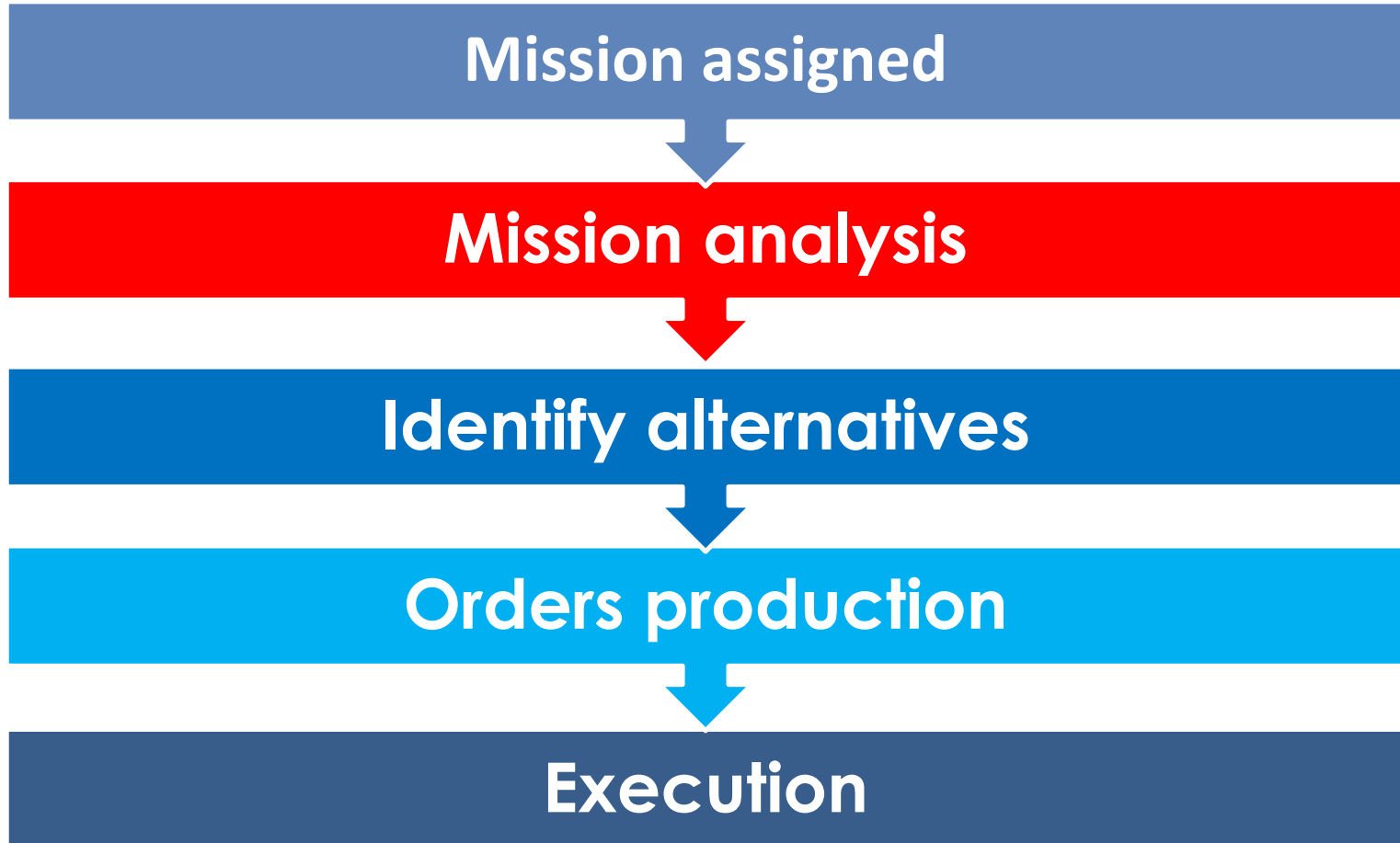
Illustrative Framework of an Operation Order

4. Service support / Logistic organisation

- Logistics
 - ✓ How logistics support will be carried out
- Movements
- MEDEVAC
- Co-ordination and liaison

Service support information could be included in detail in specific annexes

Tactical considerations



Take away

Planning is a continuous process from the strategic to the tactical level

Different authority or command levels correspond with different planning phases and documents

Mission analysis critical step

Risk analysis guides prioritization of threats

POC, Child Protection and CRSV considerations influence tactical DMP

Consultation with other mission and non-mission actors is crucial

Questions

Module 3: OPERATIONAL FRAMEWORK – Wrap up



Module 3 – Conclusions

- Range of policies, guidelines and principles exist on POC, Child Protection and CRSV
- Mandate implementation never straightforward and requires targeted approach for each context
- Effective protection of civilians requires coordination and information sharing within and outside the mission
- Peacekeepers need to be proactive and creative, within the boundaries of existing guidance and principles
- Child Protection and CRSV are integral to protection of civilians and require particular consideration