

Module 1: Conceptual Framework

Lesson 1.2



Operate within a UN Infantry
Battalion Headquarters



Learning Outcomes

- Understand the roles each of the key staff play in coordinating with the UN-EP
- Understand where the information you provide goes and how it is used



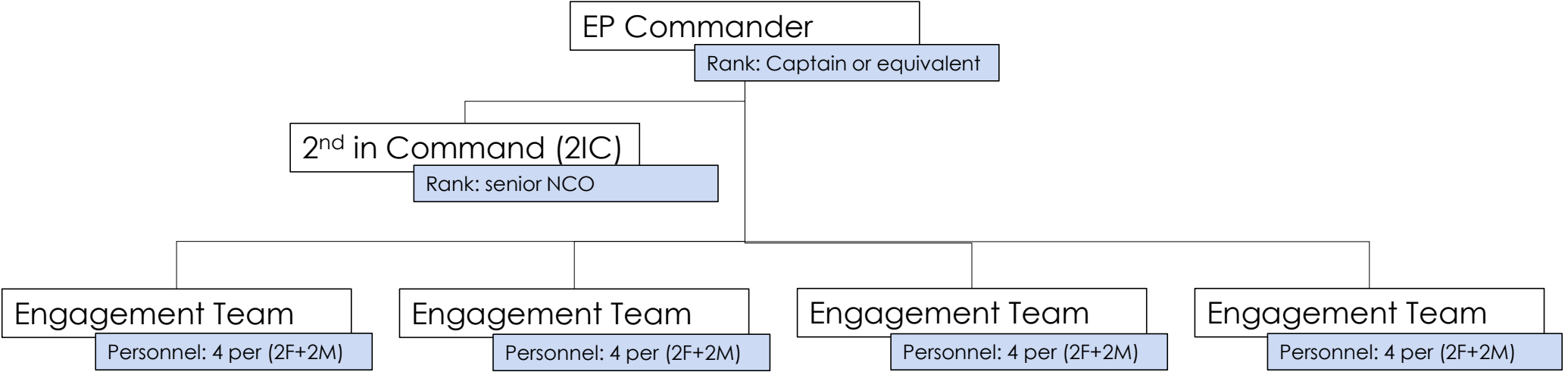
Lesson Content

- Engagement Platoon within the UN Infantry Battalion
- Roles and Responsibilities





UN-EP Organisation





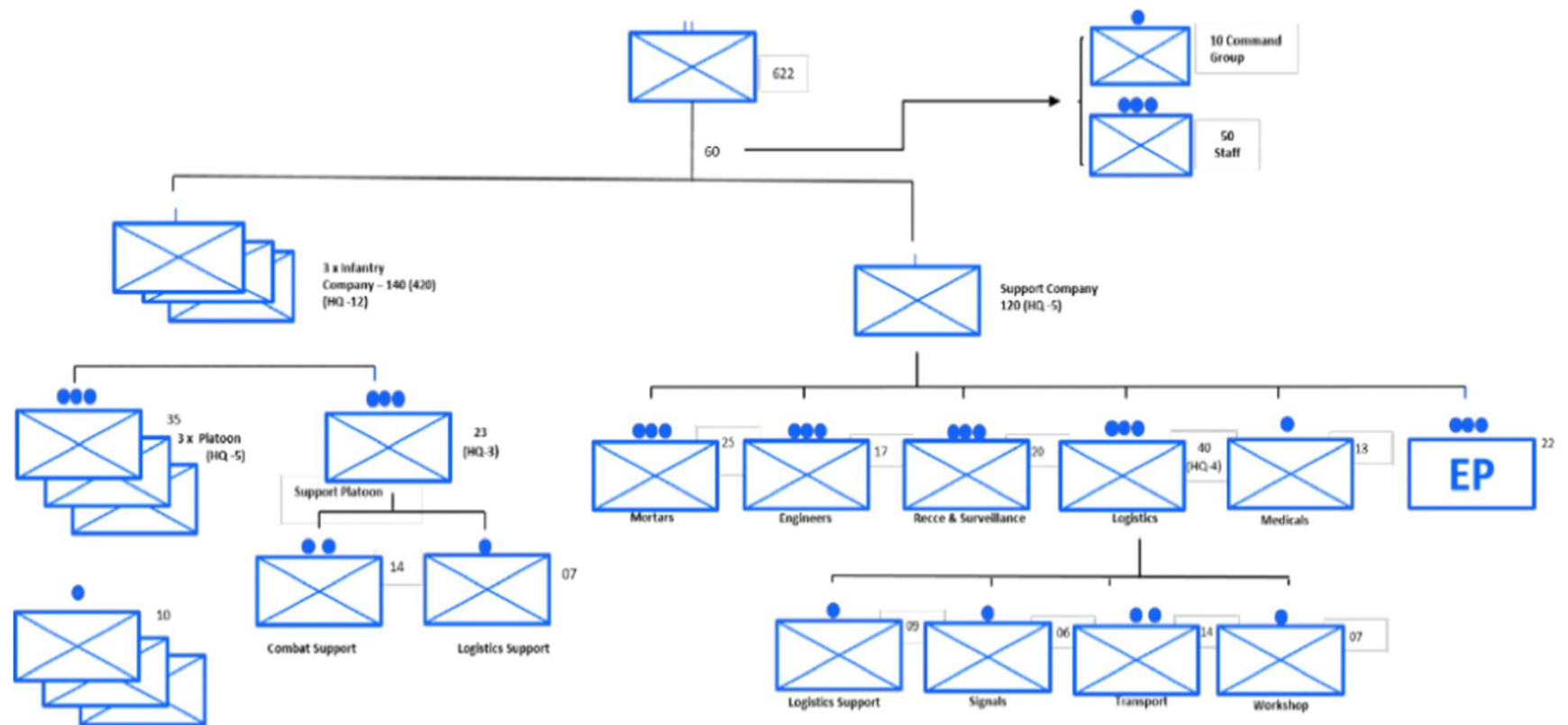
Engagement Platoon Organization

A UN Infantry Battalion must:

- Be multi-faceted and have the correct combination of personnel and equipment
- Achieve its mission as a result of a combination of:
 - Capacities (personnel and equipment)
 - Preparedness (organisation, process, and training)
 - Logistical sustainment

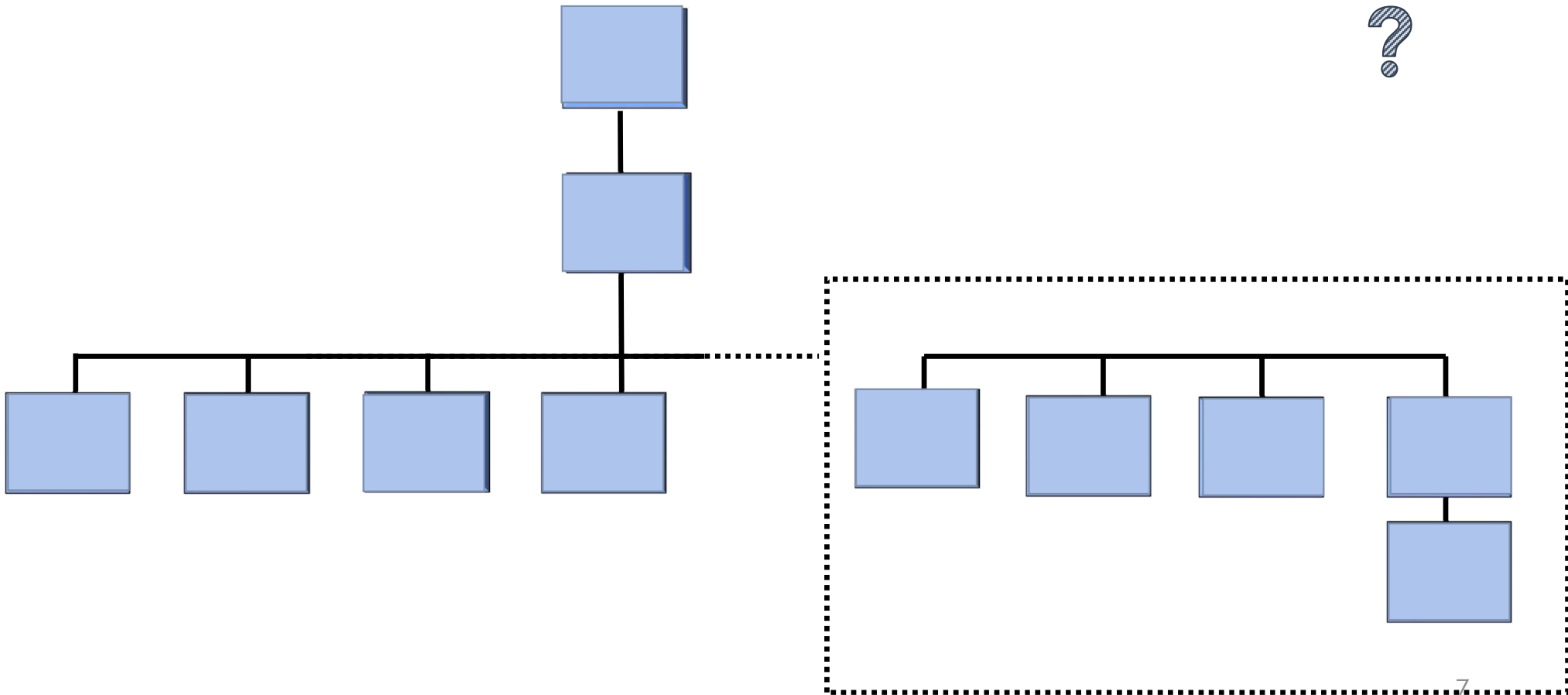


Battalion Organization Chart





Roles and Responsibilities





Battalion Commander (UNIBAT Comd)

The Battalion Commander is responsible for everything the UNIBAT does or fails to do, including the conduct and discipline of his/her personnel.

Some key responsibilities:

- Lawfully exercise authority over the Battalion
- Direct, guide planning, and provide intent for each operation
- Ensure the UN Military Decision Making Process (UNMDMP) is incorporated in all staff functions
- Ensure operations are Military Peacekeeping-Intelligence (MPKI) led
- Ensure the Battalion can deploy, adhering to the eight core capabilities



Executive Officer (XO or 2IC)

Specific duties include:

- Liaise and coordinate with all other staff functions as required within the UNIBAT – acting as the Chief of Staff for the Battalion Commander
- Monitor and coordinate public information and media management in the Battalion AO
- Oversee the synchronisation of information management within the battalion
- Act as the Human Rights Focal Point in the battalion. Ensure that personnel are aware of and understand UN policy and guidance, particularly police/guidance relating to SEA, Human Rights and POC
- Act as the COS for the UN MDMP ensuring engagement is considered



Gender and Child Focal Point (GCFP or WCFP)

Basic functions include:

- Advise the Battalion Commander on all issues related to protecting the civilian population
- Provide advice on gender-sensitive strategies and appropriate responses to support the protection needs of men, women, boys and girls
- Provide inputs for reporting on threats and violations related to the POC, Child Protection and CRSV
- Develop and oversee the implementation of specific SOPs on the required responses
- Reporting on POC matters in line with FC Directives
- Knowledge management
- Coordination on interagency initiatives



Gender and Child Focal Point

Lesson Learned from MONUSCO:

Often the GCFPs do not exist within the UNIBAT or hold a role by name only. At the Sector-level Gender and Child Protection Focal Points currently perform their function part-time, which results in limited support available for ET. DIRLAUTH must be given to the S9 and UN-EP Commander to work with Gender and Child Advisors at the Force level when Battalion and sector assets are not available.

However, all activities including interaction with children should be planned with the guidance of MONUSCO's Child Protection Section and the Civil Affairs Section.



Administrative Officer (S1)

The S1 section is responsible for:

- Personnel administration
- Welfare
- Morale
- Maintenance of conduct and discipline



Intelligence Officer (S2)

The S2 section at battalion level supports the UNIBAT Comd and staff with intelligence products.

The S2 section is responsible for:

- Directing and coordinating the UNIBAT Military Peacekeeping-Intelligence (MPKI) Cycle
- Incorporating direction, acquisition, analysis, and dissemination phases

The UN-EP will share information with the S2 in the form of their reports and returns.



Battalion Operations Officer (S3)

The S3 section is responsible for:

- Plans and coordinates all operational activity within the AO
- UN-EP 2IC will usually coordinate with the S3
- The UN-EP may be asked to assist in any Humanitarian Assistance missions the UNIBAT is given, including finding local partners and engaging with the population during the delivery



The S3 and military to military connections

The S3 conducts coordination with flanking unit activities and will rely on the UN-EP concerning engagement activities. All coordination with military components at the Sector and higher levels is conducted through the S3. All direct liaison authority with sector and higher-level components must be established by the S3 with concurrence by the UNIBAT CO.



Communications Staff (S6)

The Communication section is responsible for:

Provision and maintenance of multiple voice and data communications networks with higher HQ and subordinate elements, thereby facilitating command and control.



CIMIC Staff Section (S9)

The S9 is responsible for coordination with other mission components and to undertake appropriate outreach and engagement activities.

- Civil-military liaison and information sharing:
 - Manage civil-military interaction to implement the overall mission mandate
- Civil assistance:
 - Support to mission
 - Support to the community



Coordinating with the Battalion S9

- The scope of engagement activities performed by UN-CIMIC and UN-EP capabilities are closely aligned
- Main resource to deconflict CIV/MIL activities to avoid duplication and maximize the economy of effort
- UN-EP will identify critical capability gaps within the communities for the S9 to coordinate with the Sector
- UN-EP provide a point of contact for requesting military support to the S9



Public Information Officer (PIO)

- PIO's main role is to protect the credibility and legitimacy of operations and to promote widespread understanding
- Help create objectives for strategic communications
- Ensure coordinated and standard themes & messaging
- Countering misinformation and disinformation





Strategic Communications Objectives

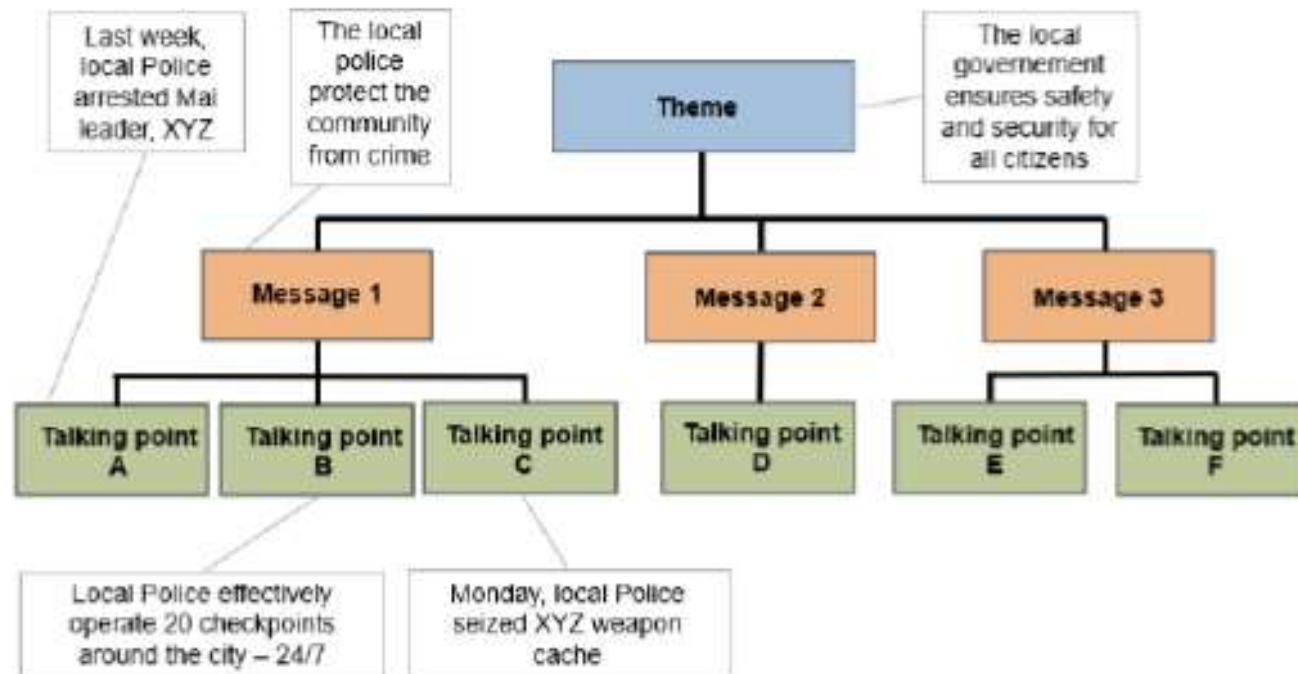
- DETER the continuation or escalation of violence
- DISSUADE retaliatory attacks
- REASSURE the affected population that assistance and protection will arrive
- INFORM the wider community of the measures that the mission is taking in response to the crisis
- DISCOURAGE local population from joining armed groups
- CLARIFY misinformation or disinformation
- MAINTAIN mission credibility, including by managing expectations
- PROMOTE societal cohesion
- COUNTER enduring narratives that exasperate violence

The Do-No-Harm principle is to avoid exposing people to additional risks through our action.



Mission Narrative – An Example

Strategic Communication Objectives





The Say-Do Gap

- Do your actions match your (and the mission's) words?





Coordinating with Public Information Officers (PIOs)

Lesson Learned from MONUSCO:

The PIO should draw on the expertise of the Force HQ and Sector Gender Focal Points (GFPs) - with the guidance of the Force Gender Advisor as well as the Mission's Gender Affairs Unit - to ensure consistency in promulgation of UN core values and gender-responsive messaging.



UN-EP Platoon Commander

- Develop the UNIBAT engagement plan
- Synchronise the UNIBAT engagement plan
- Manage UN-EP activities
- Conduct briefings
- Advise on UN-EP matters
- Manage UN-EP information
- Present data assessments on UN-EP information management to UNIBAT staff and Mission partners
- Govern the UN-EP information cycle
- Contribute to the UNIBAT planning process



UN-EP Platoon 2IC

- Ensure the PI has necessary resources, ensuring gender considerations are implemented
- Provide the UN-EP PI Comd and other UNIBAT stakeholders relevant info in a timely manner for decision making purposes
- Prepare to assume the role and responsibilities of the PI Comd
- Monitor and maintain the morale, discipline, and health of the PI
- Coordinate UN-EP activities within the Infantry Battalion, ensuring gender considerations are maintained
- Conduct daily briefings to the UN-ET leaders
- Advise on UN-EP activities
- Collate, coordinate, and map the UN-EP collection plan, and support the UN-EP info cycle



UN-Engagement Teams (UN-ET)

What role do you play in the Battalion?

- Conduct engagement activities as tasked
- Collect relevant data for improved situational awareness and identification of vulnerable areas
- Advise supported commanders on engagement activities
- Support the Information Management cycle
- Plan and coordinate UN-ET tasks within the Company (Team Lead only)



Review

| Infantry Battalion Staff Position | Key Connection with UN-EP |
|-----------------------------------|--|
| Bn Comd | Overall command – UN-EP plans must support Comd's direction |
| XO/2IC | Second in command – overall UNIBAT information and planning management |
| S1 | Personnel admin – with UN-EP PI Comd and 2IC |
| S2 | Info sharing between UNIBAT and UN-EP – with UN-EP PI Comd and 2IC |
| S3 | All UNIBAT operations – with UN-EP 2IC |
| S6 | All UNIBAT communications – with UN-EP PI Comd and 2IC |
| S9 | Coordinates all UNIBAT activities – with UN-EP PI Comd and 2IC |
| Focal Points | May be secondary duties, UN-EP PI Comd and 2IC must know who they are and coordinate |



Take-Away

- Understand the UNIBAT HQ key staff roles
- Understand your role and how you can support the UNIBAT staff and the Comd mission
- Understand the information flow



QUESTIONS?